GLOSSARY OF TERMS
RELATED TO
Shared Environmental Management

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COMMENTS AND SUGGESTIONS

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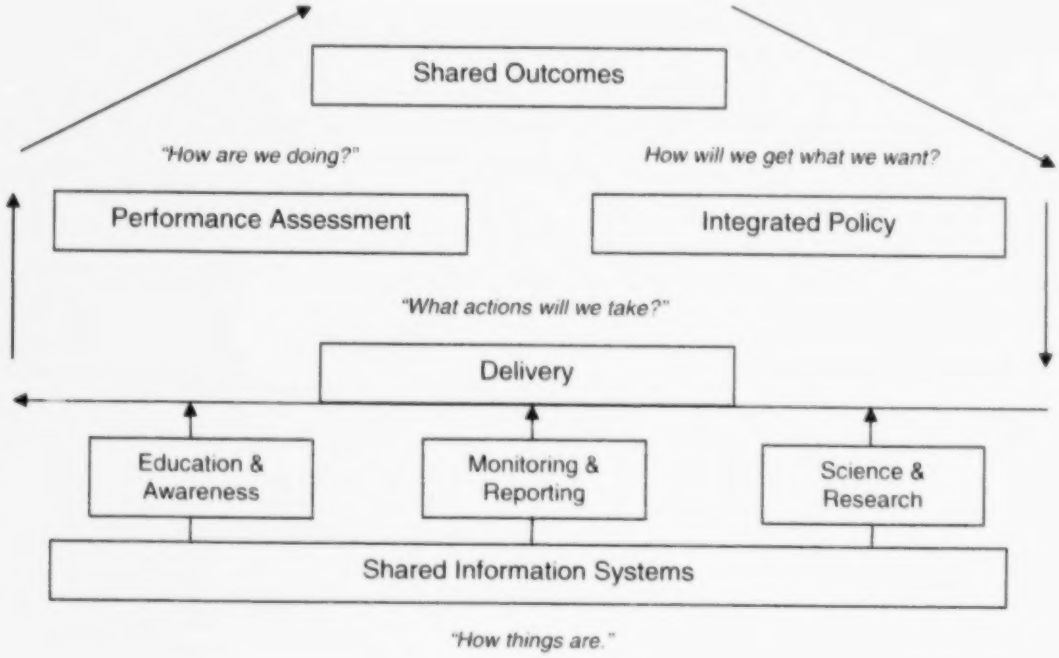
TABLE OF CONTENTS

INTRODUCTION 5
A 7
B 10
C 12
D 18
E 21
F 27
G 29
H 31
I 31
J 34
K 34
L 35
M 37
N 38
O 39
P 41
R 50
S 55
T 61
U 62
V 62
W 64
References 65
Common Acronyms 67

INTRODUCTION

Alberta Environment is moving from its traditional command-and-control role to one of shared environmental managementworking together and taking joint responsibility with other departments, industry, municipalities and stakeholders to achieve agreed-upon natural resource and environmental management outcomes. This move supports the Government of Alberta's commitment to sustainable resource and environmental management (SREM).

A key principle of environmental management is the use of a strategic, systems approach. This approach is driven by clear, concrete environmental outcomes and performance measures. It relies on a sound understanding of the environment (e.g., watersheds, airsheds, ecosystems) and an effective management system, where the achievement of outcomes is supported by integrated policies across government, effective delivery of programs and services, open and transparent performance assessment, and on-going adaptation for improvement. The strategic systems approach is illustrated below.



As a result of this shift in focus staff and stakeholders are being exposed to many new terms. These terms are described in this Glossary, and fall into the following broad categories:

- **Accountability and Assurance:** Government, industry and stakeholders need to clearly understand where responsibility and accountability lie for development, delivery, monitoring and enforcement of environmental management expectations. The Glossary explains terms in the areas of the role of government, governing, governance systems, government and non-government business structures, business planning and performance measurement.
- **Policy Leadership:** The shift from hands-on delivery to one of shared delivery requires government, in partnership with industry and stakeholders, to establish clear policies, programs,

outcomes and performance measures. The Glossary defines these terms and related implementation tools.

- **Shared Delivery:** In the new model, industry and stakeholders will have a more active role in development and delivery of environmental management policies and programs. The Glossary covers topics such as methods of stakeholder engagement, partnerships, relationships and the interactions of individuals and groups with regulators and industry.
- **Regulatory and Non-Regulatory Tools:** Although we are shifting from command-and-control to shared management there is still a need for active oversight by regulators, especially for higher risk activities. However for lower risk activities there are many new and emerging management tools that can be employed to meet environmental outcomes. The Glossary describes various forms of government authorizations, alternative delivery, market-based incentives (including emissions trading) and ecological fiscal reform, cooperative management agreements, information disclosure, voluntary stewardship and corporate risk management.
- **Environmental and Information Management:** Information is one of the key requirements for shared environmental management. The Glossary covers general environmental and information management terms that may be used when describing the new approach.
- **Legal Issues and Tools:** Although we are shifting from command-and-control to shared management there is still a need for a strong legal backstop to ensure that there are clear and firm remedies that can be implemented to correct problems. The Glossary explains terms that are related to government decisions, business activities, compliance assurance and related court proceedings.

Terms in italics to the right of the defined term are also defined in the Glossary.

Some generic terms are noted in the glossary but readers are referred to the more specific definitions that are provided (e.g., Indicator – readers are directed to look at *Comparable Indicators* and *Performance Indicators*).

A

Accountable/Accountability

That for which one can be called to account. The obligation to explain, answer for, and bear the consequences for how one has discharged duties, fulfilled functions and used resources.

Key principles for effective accountability include:

- Clear roles and responsibilities for outcomes and results;
- Clear performance expectations;
- A balance of expectations with abilities;
- Credible reporting on the achievement of outcome and how the responsibility was carried out;
- Reasonable review of performance, with adjustment, and possible consequences for not achieving outcomes (i.e., improperly fulfilling a responsibility)

Responsibility for the consequences of actions. Accountability requires Ministries, department and their entities to:

- Report their results (what they spent and what they achieved) and compare them to their goals; And
- Explain any differences between their goals and their results

The Government of Alberta's accountability model system requires those who use public resources to:

- Set measurable goals;
- Plan what needs to be done to achieve goals an indicate responsibilities;
- Do the work and monitor progress;
- Report on results; and
- Evaluate results and provide feedback

Accountability Framework

The nature and scope of responsibilities, the key results, performance expectations, and the monitoring and reporting strategies used to determine if they are achieved. These can be developed in collaboration with partners, delegates or public contractors.

Accreditation *Certification*

The formal recognition of someone's ability to carry out specific tasks.

Action Plan *Strategy*

Specific courses of action undertaken to accomplish goals.

Activity

An action that supports a project/initiative or ongoing function. An activity can operationalize a strategy.

Adaptive Management

A dynamic management system or modeling process that recognizes the future cannot be predicted perfectly. In response to these imperfect predictions, planning and management strategies are modified frequently as better information becomes available. Adaptive management applies scientific principles

and methods to improve management activities incrementally, as decision makers learn from experience and new scientific findings, and adapt to changing social expectations and demands.

Adaptive management can refer to a continuous improvement management model that allows new information to be considered and new management approaches to be incorporated in support of better resource and environmental outcomes. It starts out with clear goals followed by "plan, do, check" and then making adjustments for on-going improvement.

Administrative Burden *Deregulation*

The effort that is required to complete an administrative process, by all parties involved in it. Typically this is measured by some indicator of effort, the frequency the process is applied (weekly, yearly) and the usual number of repetitions within that period. It is helpful in comparing administrative options, and improving outcomes (increased simplicity or efficiency).

Administrative Law *Case Law/Common Law*

The type of law that governs how regulators and those with delegated authority make decisions that may impact a person or corporation.

Administrative Penalty

A monetary penalty for non-compliance with a regulation. An administrative penalty has a specific and a general deterrent effect. The legislation specifies the infractions for which administrative penalties are possible.

Advance Recycling Fee *Extended Producer Responsibility*

A tax assessed on a product that is often used to pay for the cost of recycling. Also called Advanced Disposal Fee. The fee may be assessed at the point of sale (direct to the consumer) or upstream on producers (indirect to the consumer). The fee is not returnable (compare with deposit-refund schemes).

Advisory Committee

Committee of experts constituted to provide advice to a decision-maker.

Agency Cost

A resource allocation that does not effectively support the organization's strategic goal.

Airshed *Watershed*

A geographic area that, because of emissions, topography and meteorology typically experiences similar air quality.

Alignment

The level of agreement among measures, accountabilities, resources, and objectives.

Allocation

The allotment of a resource such as water or of environmental assimilative capacity.

Allocation Trading

Allocation trading is the buying and selling of natural resource entitlements or allocations issued by a regulated authority.

Alternative Service Delivery

A creative and dynamic process of public sector restructuring that improves services to clients by sharing governance functions with individuals, community groups and other government entities.

Announced Compliance Assessment *Unannounced Compliance Assessment*

A compliance assessment that the regulated community is aware and has been given notice prior to the assessment of their operation or activity.

Appeal *Arbitration/Mediation*

The review of a regulatory decision by a party that is independent of the regulator (e.g., the Environmental Appeals Board).

Appropriate Dispute Resolution

A term that reflects a number of alternatives or means to resolve conflicts between parties. It can include direct negotiations, facilitated sessions, mediations, or arbitration between conflicting parties, as well as the public hearing process.

Approval *Code of Practice (regulatory tool)/Disposition/Limited Scope Approval*

Granting a right or responsibility to carry out a project or activity under the authority of law. It is one form of "authorization" that AENV issues or uses for regulating activities. It is site-specific, issued by a Director, and contains conditions that the Director decides are appropriate.

- *Fence-line Approval* – A less prescriptive form of authorization which sets out requirements that must be achieved at the boundary of an operation/activity, but does not include detailed requirements for the how the activity must occur within the boundaries of the fence line.

Arbitration *Appeal/Mediation*

A dispute resolution mechanism, where a neutral third party is asked to review the dispute, and who renders a final and binding decision called an award.

Arms-Length

An action that is not done directly, but is done by someone with sufficient distance to avoid undue familiarity or influence.

Duties performed by an agent or agency with an independent authorization (often in order to avoid conflict of interest).

Assignment into Bankruptcy *Bankruptcy*

Placing oneself or one's company into bankruptcy pursuant to the federal *Bankruptcy and Insolvency Act*.

Assimilative Capacity

The ability of an ecosystem, or a component of an ecosystem, to tolerate impacts (e.g., pollutants, development).

Assurance

Confirmation, and public confidence, that management systems are producing the desired environmental outcomes.

An informed opinion, based on evidence gained from review, on the organisation's governance, risk management and internal control framework.

Attribution

Assessing the contribution of a person or agency toward an outcome.

Audit *Environmental Auditing/Voluntary (Environmental) Audit*

File/site/field reviews of a regulated party's operations or records to ensures designated methods and procedures for data gathering meet all legislative requirements and/or quality assurance/quality control criteria.

Authority Limits

Ensuring the right levels of authority and accountability at the right levels in the organization to balance power and control.

Authorization *Cancellation/Suspension/Restriction of Authorization*

A regulatory tool that grants a right or responsibility to carry out a project or activity under the authority of law. It is an umbrella terms that includes approvals, licences, permits, dispositions, certificates of qualification, notifications and registrations.

Averting Behaviour

The expenditures individuals are prepared to make in order to avoid any annoyance.

B

Bankrupt *Assignment into Bankruptcy*

A person who has made an assignment into bankruptcy or against whom a receiving order has been made.

Bankruptcy *Assignment into Bankruptcy/Creditor//Insolvency/Trustee in Bankruptcy*

Refers to the state of being bankrupt, declared after a proceeding in court in which a person is relieved of further liability or debt. The debtor's remaining property is then administered for the creditors or is distributed among them.

Baseline

A set of data used as a benchmark to measure the impact of changes over time.

Baseline and Credit *Cap and Trade*

An emissions trading system that involves setting a benchmark or baseline level of emissions for each party (source) within the trading system, with reductions below that level being credited to the source and available for trading. Emissions over that level must be covered by purchasing additional credits.

Benchmark

The value for an indicator that has some defined environmental significance (scientific) or the value for an indicator that demonstrates achievement of best practice (corporate).

Benchmarking

The process of identifying best practices by identifying common practice or superior performance. Benchmarks are adopted as targets for optimal organizational performance, and may include standards or environmental management processes. Benchmarking should be conducted periodically to ensure the organization is continuously improving its performance.

Best Available Technology (BAT)

The best technology or treatment techniques, found after examination for efficacy under field and laboratory conditions (taking cost in to consideration).

Best Demonstrated Available Technology (BDAT)

The most effective commercially available means of environmental control.

Best Management Practices (BMPs)

Management practices or techniques recognized to be the most effective and practical means for meeting goals, while minimizing adverse environmental and other effects.

Beyond Compliance Performance

Beyond Compliance Performance either exceeds regulatory minimums or is focused on improvements in areas that are not currently regulated.

Biological Sink *Carbon Management/Sink*

Any naturally occurring substance, like vegetation or soils, or specific kind of agricultural activity that can be grown or created specifically to absorb carbon dioxide from the atmosphere.

Bond

A written contract, guaranteeing the performance of preset actions.

Bonus

The amount paid for Crown mineral rights. The Crown receives a bonus regardless of whether the rights are sold directly or through a public offering.

Business Case

A structured proposal for a business solution to an identified problem. A business case includes an analysis of business processes, system performance and associated needs or problems, assumptions, constraints, and risk-adjusted cost/benefit analysis. Business cases are used to provide information for decision makers.

Business Function Model

A visual representation of the actions that are performed in the course of conducting business. The business function model depicts what the organization does, independent of the organizational structure. Business functions tend to be much more stable than organizational units. Organizations typically change over time to accommodate changes in how an enterprise does its work. The business functions themselves remain relatively unchanged, unless the business significantly alters its mix of services and/or products.

Business Line

A business line is a way to align collective effort and resources to strategic outcomes across a department. In smaller organizations, business lines may be synonymous with organizational structure but in larger, more complex organizations, business lines are not likely to be organizationally based. Business lines function as forums for setting direction, ensuring coherence in program delivery, establishing clear accountabilities for results across organisations, tracking and reporting on performance, and providing a shared context for allocating resources.

Business Plan

A tool that links the organization's outputs to outcomes and measures. A "roadmap" that states what the organization is about, what it does, where it is going, how it will get there, and what results are expected.

A description of what the organization intends to accomplish and how it will do so.

Business Resumption (Continuity) Plan *Consequence Management/Essential Services*

A plan providing the ability to resume/continue operations despite external situations (e.g., disasters and other unforeseen circumstances).

The response and recovery functions in consequence management.

C

Cancellation/Suspension/Restriction of Authorization *Authorization*

The act of using legislative authority to withdraw an authorization for a given time period. Used as a deterrent.

Capacity (environmental)

The maximum use of a renewable natural resource that can be sustained within target levels for quality, quantity and other parameters.

Capacity (organizational)

The resources (skills, abilities, experience, people and finances) needed to fulfill responsibilities.

Capacity Building

The process by which individuals, organizations, institutions and societies develop abilities (individually and collectively) to perform functions, solve problems and set and achieve objectives.

Cap and Trade *Baseline and Credit*

An emissions trading system that involves trading permits or allowances, the amount of which is set to match the level of emissions. A cap on total emissions is established for a defined set of participants. Allowances equal to the cap are created and allocated in some fashion to the participants.

Carbon Management *Biological Sink/Sink*

Is the whole suite of options for managing carbon from the atmosphere, which is designated by the capture and storage of CO_2 in geological formations.

Carbon Sequestration

The provision of long-term storage of carbon in the terrestrial biosphere, underground, or the oceans so that the build-up of carbon dioxide (the principal greenhouse gas) concentration in the atmosphere will reduce or slow.

Certification *Accreditation*

A quality assurance mechanism that measures the performance of an organization or person against specified standards of industry practice. In some jurisdictions, companies that are certified may be exempt from certain low-level legislative requirements (e.g., approvals for low-impact activities).

Challenge Regulations

A policy tool where government challenges a target group of enterprises (usually defined by sectors) to lead in the design and implementation of a program for meeting environmental or resource conservation goals. The government indicates that if the goal is not reached they will impose mandatory regulatory requirements.

Charge (economic instrument) *Fee/Taxes*

An amount of money levied by a regulatory body against a person or corporation for a specific service, function or action. Charges include: effluent charges, user charges, product charges, and administrative charges. Charges have two purposes:

- An incentive to change industry behaviour in order to reduce the change; and,
- A means of generating revenue for a regulatory body.

Charge (legal)

An accusation of an offence by a formal complaint (includes violation ticket, information or indictment) to the court.

Chain of Custody

An unbroken trail of accountability that ensures the physical security of samples, data, and records.

Citizen Engagement

The process of informed dialogue and deliberation among individual citizens, usually involving the exchange of ideas and values, opportunities to learn from each other, decisions on best ways to move forward, and formation of partnerships to act on solutions.

Citizen Panels

A panel of selected citizens providing a representative sample (demographic and attitudinal) of a community that gathers information on a specific subject (through presentations and questions of presenters) and provides a recommendation based on consensus or voting to the sponsoring agency. An independent facilitator moderates the panel.

Civil Society

The set of institutions and organizations that promote their values, behaviours and interests in the public domain. It encompasses non-government organizations, the voluntary sector, professional associations, cultural association, think-tanks, advocacy organizations informal groups and networks, and broad social movements.

Client *Stakeholder*

A person who directly or indirectly uses the services of government.

Code of Practice (industry) *VNRI*

Guidance documents and programs developed by industry that are used by companies to manage environmental performance. Examples include Responsible Care in the chemicals and chemical products sector and Forest Care in the forestry sector.

Code of Practice (regulatory tool) *Approval*

A regulatory device that establishes a set of rules for carrying out a specific activity or operation. Codes of practice provide industry-wide operating rules while approvals provide site-specific operating rules. Codes of Practice are empowered through a regulation and therefore can be enforced.

Collaboration *Cooperate/Dialogue*

A process through which parties who see different aspects of a problem can explore constructively their differences and search for (and implement) solutions that go beyond their own limited vision of what is possible. Collaboration is a mechanism for leveraging resources; dealing with scarcities; eliminating duplication; capitalizing on individual strengths; building internal capacities; and increasing participation and ownership strengthened by the potential for synergy and greater impact.

To work together to solve problems and design solutions. Some examples might include working together to develop Codes of Practice, deliver specialized training, and design new or improved reporting requirements and capabilities.

Command-and-Control (traditional regulation)

An approach to environmental management by government that involves specific controls and requirements, and associated regulatory offences, which lead to prescribed outcomes and behaviours. Examples include: Acts, regulations, approvals, licenses, authorizations, Codes of Practice, and orders.

Communication

Ensuring that the right people receive timely, accurate, and complete information from all key stakeholder representatives so they can make informed decisions.

The provision of information to an audience so that they are informed, aware and understand a particular matter. The information should be timely, accurate and complete so they can make informed decisions and actions.

Community of Interest *Social Capital*

A group of individuals or organizations sharing the same interests. Examples include Ducks Unlimited, Fort McKay IRC, Alberta Lake Management Society, Canadian Water Resources Association, and Alberta Surface Rights Federation.

Community of Place *Social Capital*

A group of individuals in a specific location (e.g., region, city, town, village, neighbourhood).

Community of Practice *Social Capital*

An informal network of individuals engaged in a particular profession, occupation, or job function who actively seek to work more effectively and to understand their interests more fully. Examples include project teams and professional societies.

Common Law (Case Law) *Administrative Law/*

Law that is not expressed in statutes or written declaration, but upon statements of principles found in the decisions of the courts. In some cases, the rule is not in statute books but can be found as a principle of law established by a judge in some recorded case.

Comparable Indicators

A specific set of common measurements for every aspect of performance (output or outcome) under consideration. They are based on common baseline information, definitions, database collection, and a compatible reporting system.

Competent Practitioner *Professional Regulatory Organization*

An individual who has acquired a combination of education and work experience relating to specific activities that results in the individual having the ability to undertake those activities at a level of competence similar to a member of a professional regulatory organization but who is not a member of a professional regulatory organization.

Complexity *Capacity*

The level of scientific knowledge required to conduct a regulated activity successfully, and in accordance with the requirements of law (i.e., some regulatory activities require professional engineering certification or other professional science qualifications in addition to specific training/experience).

Compliance

Conforming to legislative requirements, such as those found in an Act, regulation, Code of Practice or authorization.

Compliance Assessment

Determination of whether a regulated party's activity/operation complies with an Act, regulation, authorization or Code of Practice. Compliance assessments educate the regulated party on legislative requirements and also identify current or potential non-compliance. Compliance assessments include inspections, reviews, and audits.

Compliance Assurance

Actions taken to ensure that regulated parties comply with legislation.

Compliance Assurance Information

Information the regulator collects from and about regulated parties as part of the regulator's role.

Compliance System

A set of processes and procedures that allow a facility to identify and maintain compliance with legislative requirements and changes to those requirements.

Compulsory Monitoring

Monitoring by the regulated party in order to fulfill legislative requirements.

Compulsory Reporting

Reporting by the regulated party must do in order to fulfill legislative requirements.

Consensus

A general agreement among the members of a group or community. Achieving consensus requires serious treatment of every group member's considered opinion. Once a decision is made it is important to trust in members' discretion in follow-up action. In the ideal case, those who wish to take up some action want to hear those who oppose it, because they count on the fact that the ensuing debate will improve the consensus.

Consensus Decision-Making

A decision process that not only seeks the agreement of most participants, but also to resolve or mitigate the objections of the minority to achieve the most agreeable decision.

Consequence Management *Business Resumption Plan/Crisis Management*

A combination of the four functions of emergency management: mitigation, preparedness, response and recovery.

Conservation Easement

A legally recorded agreement by which landowners voluntarily restrict the use of their land to protect its natural and cultural heritage. A conservation easement protects important land resources and can be held by a qualified conservation organization (land trusts) or local unit of government.

Consolidation/Amalgamation *Merger*

When two or more corporations join and continue as one corporation.

Continuous Improvement

The on-going improvement in the performance in achieving environmental and resources outcomes, as well as improvements in the management systems used to achieve the outcomes (i.e., policies, delivery, performance assessment and information systems). Continuous improvement is based on the need to continuously monitor performance and success and to strive for improvement at al levels, across all activities and sectors, and with all participants.

The ongoing enhancement of the parts of a system. This usually includes research and development to establish better environmental outcomes for activities that have environmental impacts, and upgrades of equipment, methodologies and procedures.

Continuously enhancing the parts of a system to achieve a system goal.

Contracting Out *Franchising/Licensing*

An arrangement to procure goods or services for the government from external organizations, usually in the private sector. Government hires a contractor for a specified period of time without relinquishing program responsibility and accountability.

Conviction *Judgement/Summary Conviction/Verdict*

The final judgment on a verdict of guilty, a plea of guilty, or a plea of *nolo contendere* (no contest - has the same effect as a plea of guilty, as far as the criminal sentence is concerned, but may not be considered as an admission of guilt for any other purpose).

Cooperation *Collaboration*

Working with another: to act together.

Cooperative Compliance Initiatives *Voluntary Compliance Initiatives*

Programs that encourage regulated parties to work together to contribute to environmental objectives or achieve compliance with legislative requirements. This occurs in the absence of direct action or intervention by the regulator.

Core Business *Goal/Key Responsibilities/Mandate*

An organization's purpose and main functions.

Core Measures *Key Results*

The principal measures of an organization's success in fulfilling its core business and progress toward achieving its goals.

Corporate Governance *Governance*

Structures and standards designed to promote fairness and transparency in the conduct of corporate activities.

Corporate Social Responsibility

Voluntary commitment and action undertaken by a corporation, over and above compliance to existing legal requirements, to behave in an ethical manner to address both its own competitive interests and the wider interests of society. CSR focuses on benchmarking the success of a company's performance on social, environmental and financial indicators, known as the triple bottom line. CSR's overall goal is to positively impact society and the natural environment while achieving business success.

Cost-Benefit Analysis *Full-cost Accounting*

An economic technique designed to compare the various costs associated with an activity with the monetary benefits that it proposes to return. In environmental protection and resource management issues, both tangible and intangible factors should be addressed and accounted for (but the intangible factors often preclude traditional cost-benefit analysis).

Cost Effectiveness

The least costly solution to a specified objective.

Covenant *VNRI*

A contract between government and a regulated party that specifies environmental performance and is legally binding under civil law.

Creative Sentencing Orders

Creative sentencing orders are a form of penalty that may be issued by the sentencing court after a conviction. They are typically imposed along with a fine. They are intended to secure the offender's good conduct in a way that has a public benefit by having the offender undertake, or direct money toward, activities that are tied to offense in question. Creative sentencing orders may direct the offender to fund specific research projects, undertake or fund identified education programs, or improve industry standards, among other things.

Credential Vetting/Verification

Ensuring the integrity of firms/individuals/stakeholders with which the organization does business by completing background checks.

Creditor *Bankruptcy*

That person who has a bankruptcy claim provable under the *Bankruptcy and Insolvency Act*. Claims are classified as preferred, secured or unsecured.

Crisis Management *Consequence Management*

Crisis management allows an organization to effectively anticipate, communicate, and react to major, disasters, and challenges.

The combination of mitigation and preparedness functions in consequence management.

Criteria *Guideline/Objective/Standard*

Environmental criteria are usually compilations or digests of scientific data that are used for establishing environmental quality guidelines and objectives.

Generic numerical limits or narrative statements intended as a general guidance for the protection, maintenance, and improvement of specific uses of soil, water or land.

A standard rule or test on which a judgment or decision can be based.

Critical Success Factors

The small number of areas that an organization must focus on and do well in order to succeed. From these factors performance indicators and measures can be established.

Crown Corporation

A separate legal entity created by federal or provincial statute, generally with the intent of conducting revenue producing, commercial activities for the public good.

D

Data (Datum) *Information/Knowledge*

One or more recorded measurements. Data can be discrete objective facts about events. Data have no meaning and do not include any degree of judgments or interpretation. Users interpret the importance of data themselves.

Data Assessment

The all-inclusive process used to measure the effectiveness of a particular data-gathering activity. This process may comprise data verification, data review, data evaluation, and data validation.

Debt Recovery

Retrieving the amount of cost/debt to the regulator caused by the actions of the regulated party.

Decentralization *Devolution*

The shift in decision-making from a single location (usually central) to several locations (usually regional).

Delegated Administrative Organization (DAO)

A specific form of arms-length body that is empowered through legislation with the responsibility to achieve an objective.

Delegation *Authority Limits/Designation*

Conferring authority and powers.

Deliberative Polling

A large random sample of individuals is invited to participate in an extensive, often weekend-long exploration of issues and policy options concerning an issue of significant public concern.

Delivery

The processes, programs and services undertaken to implement policies and achieve outcomes (e.g., issuance of regulatory approvals, compliance and enforcement actions, provision of educational materials). Delivery can be accomplished through both regulatory and non-regulatory approaches.

Department *Ministry*

Includes any part or organizational unit of the public service of Alberta designated as such by the Lieutenant Governor in Council.

Deposit-Refund System (Feebates)

Placing a surcharge or deposit at the point of final sale on products (or packaging) that may be detrimental to the environment. The surcharge is refunded when the item is returned to the point of sale or to a collection depot. Deposit-refund systems may be used for collection of products for re-use or recycling, and/or for collection of products to prevent environmentally unsafe disposal.

Deregulation

A reduction in the number of legislative requirements, in their complexity or in the administrative burden associated with completing them.

Design for Environment *Eco-Efficiency/Life-cycle Assessment*

An engineering perspective in which the environmentally-related characteristics of a process, product or facility design are optimized.

Designation *Delegation*

Assignment of authority, by legislation, to a particular office or position other than the Minister.

Devolution *Decentralization*

The shift in power or responsibility from a higher level of government to a lower level (usually from central to regional government). May be accompanied by a transfer of funds to pay for the services provided.

Dialogue *Collaboration*

A process and practice to discuss and deliberate on issues allowing participants with differing values and priorities to build a common, shared understanding of problems and opportunities. Dialogue supports collaboration, communication and learning. Dialogue is an intentional practice or engagement among people that seeks to discover and understand the assumptions that people hold on issues or situations and to build shared meaning and mental models that can lead to solutions and actions. Dialogue is both an individual and collective skill. When conducted in a collective or group context, it can be facilitated to allow effective conversations.

A structured, usually moderated, process to discuss and deliberate on issues allowing participants with differing values and priorities to build a common understanding of the problems and opportunities. This allows interactions and influence amongst participants such as E-dialogues, Appreciative Inquiry, Contemplative Dialogue and Deliberative Dialogue.

Diminishing Returns

If one factor is increased while the others remain constant, the overall returns will relatively decrease after a certain point. For example, if prices are continually increased for water use, at some point each additional price increase will reduce water use less than the previous increase did, simply because there are fewer opportunities to achieve water use reductions.

Directly-Affected Party *Impacted Party*

Parties who may experience direct environmental, health, socio-economic or lifestyle changes as a consequence of the actions or proposed actions of another party.

Disclosure

Striking the right balance between openness/transparency and legitimate corporate/political/privacy needs.

Disposition *Approval*

An approval or allocation issued under the *Public Lands Act* for development, disturbance or occupation of lands owned or managed by the government.

Distributional Impact

Incidence of costs and benefits borne by socio-economic group, stakeholder, or spatially.

Divestiture *Privatization*

A form of privatization involving the sale of government-owned assets or enterprises. After divestiture, government generally has no role in the financial support, management, regulation, or oversight of the divested activity.

Domestic Emissions Trading *Emissions Trading System*

An emissions trading system within Canada that is distinct from international emissions trading.

Double Auction Trading

A system where buyers and sellers offer proposed prices that are publicly displayed to all market participants. Buyers and sellers can accept each other's proposed terms of trade at any time.

Downstream Trade *Upstream Trade*

A water quality trade in which one source compensates another source located downstream of its position within the watershed. This trade can reduce pollutants.

Due Diligence *Reasonable Care/Strict Liability*

The tasks, or activities, or systems put in place by a regulated party to do everything that can be done to prevent of an offence being committed.

E

Early Adopter

A person, company, or agency that is more likely than others to seek out and test new technologies and processes. The entities are also likely to lead their peers in environmental protection measures and successes. As a result, these entities are good candidates to pilot emerging regulatory and non-regulatory tools.

Easement

A right held by one person to use another's land for a specified purpose. For example, a utility may have an easement over a piece of real property which allows that utility to have, for example, electrical power lines running over that property.

Eco-Efficiency *Design for Environment*

Producing more product with less resources and less pollution.

Ecological Economics *Full-Cost Accounting/Natural Capital*

The science of how and in what ways human development can proceed with a finite supply of natural resources and a limited capacity to absorb waste. In the ecological economic view, humans are only a small part of the larger natural system, both dependent on it and constrained by its limitations, and whose wellbeing is entirely dependent on the wellbeing of the system as a whole.

Ecological Fiscal Reform (EFR)

The use of financial means to achieve increased environmental awareness in the marketplace. EFR is not just an add-on to existing fiscal practices but seeks to reform existing practices. For example, it can seek to eliminate perverse incentives, inflexible regulations, and pre-existing distortionary taxes.

Ecological Footprint

An indicator of the magnitude, duration, frequency and distribution of environmental stressors and natural resource consumption associated with an activity.

A company's environmental impact determined by the amount of depletable raw materials and non-renewable resources it consumes, and the quantity of wastes and emissions that are generated in the process. Traditionally, for a company to grow, the footprint had to get larger. Today, finding ways to reduce the environmental footprint is a priority for leading companies

Ecological Integrity *Environmental Quality*

The ability of an ecosystem to maintain its principal characteristics over a long time frame (within historical ranges of variability).

Ecological Management

(i) Derivation of goods or services from ecosystems in ways that respect ecological integrity. It is a bio-centred approach to resource use, in which human needs are met if the ecosystem's ability to manage itself is not compromised, focussing on the management of human activities more strongly than other ecosystem components.

(ii) Derivation of goods or services from ecosystems in ways that consider, and (it is believed) do not seriously affect, ecological integrity. Ecosystem management is a human-centred approach to resource use, which aims at manipulation of ecosystem components and assumes sufficient knowledge of how ecosystems work.

Economic Instruments *Market-Based Instruments*

Policies, programs, or initiatives that provide economic motivation to achieve environmental and resource management objectives. The underlying rationale is that human beings react to price incentives – when prices are high less resource will be consumed. Economic instruments:

- Encourage behaviour through market signals rather than through explicit instructions regarding pollution controls or methods.
- Encourage firms and/or individuals to undertake pollution control efforts that are in their own interests and that meet policy goals.
- Provide financial and near-monetary rewards for polluting less.
- Impose costs of various types for polluting more, thus supplying the necessary motivation to undertake costly abatement measures.

Economic instruments can be categorized as follows:

- *Charge systems* – e.g., approval application fees, pollution charges.
- *Financial Instruments* – e.g., Eco funds, financial subsidies, grants, revolving funds.
- *Fiscal Instruments* – e.g., pollution taxes, royalties, tax credits, accelerated depreciation allowances.
- *Market Creation* – e.g., tradable emission permits/offsets/credits.
- *Bonds and Deposit Refund Systems* – e.g., reclamation/remediation security, beverage container deposit/refund system.
- *Liability Systems* – e.g., personal liability, joint and several liabilities, cost recovery.
- *Property Rights* – e.g., land conservancy, parks.
- *Market access specifications* – e.g., legislated green power targets, fuel specifications, production caps for older low performance plants.

Education *Environmental Education/Extension/Prevention*

Activities undertaken to promote compliance in the regulated community by raising awareness regarding legislative requirements and their purposes, how to comply with the requirements, and the consequences of non-compliance.

Educator Role *Environmental Education/Guarantor Role*

Providing environmental information so individual citizens can decide to adopt new behaviours.

Effectiveness

Success in achieving outcomes. Effectiveness measurements can include both qualitative and quantitative evaluations.

Efficiency *Inputs/Outputs/Productivity*

A measure of how well inputs are transformed into outputs, usually expressed as inputs per unit of output.

Elasticity

A measure of the responsiveness of one variable to another, usually expressed as a percentage change in demand due to a percentage change in price.

Electronic Group Discussions

Selected individuals from different backgrounds and viewpoints meet on-line several times to relate experiences and perspectives on a given topic with the assistance of a facilitator. The purpose of the discussions is to better understand an issue rather than decision-making or providing recommendations, although the latter may arise.

Emissions Banking

The ability to carry emissions credits or allowances forward in time.

Emissions Intensity

Refers to greenhouse gas emissions as measured against some other factor like the Gross Domestic Product (GDP) of a nation, province or state. Other standards by which emissions intensity can be measured include: per barrel of oil; per million cubic feet of natural gas; per tonne of coal, cement, etc. produced; or per megawatt hour of electricity.

Emissions Trading System *Domestic Emissions Trading*

A market-based system that allows companies to choose the most cost-effective solutions to achieve environmental goals. Companies that produce fewer emissions than they are allowed could sell their "excess capacity" to others who do not.

- *Closed Trading System* – Trading is restricted to emissions from specified participants.
- *Open Trading System* – Participants can use emissions from non-participant sources for compliance.

Emissions Trading Systems can be provincial, national or even international in scale.

Enforcement

Activities that compel compliance with legal requirements. Enforcement also punishes non-compliance or requires remedying for non-compliance.

Enforcement Incentives (disincentives)

Punishment for non-compliance by either (1) *ex ante* (payment returnable upon compliance) or (2) *ex post* (a fine when non-compliance occurs) mechanisms. Enforcement incentives provide an economic rationale for compliance.

Enforcement Response

Actions taken in response to a determination of non-compliance in order to remedy the non-compliance. These actions deter future non-compliance and/or punish the offender.

Enterprise Risk Management (ERM) *Integrated Risk Management/Risk Management Framework*

A continuous, proactive and systematic process aimed at understanding, managing and communicating risk at all levels of the organization. It assists an organization to make strategic decisions that contribute to the achievement of an organization's overall corporate objectives.

Also know as Integrated Risk Management or IRM.

Environmental Assessment

A comprehensive and systematic process designed to identify, analyse and evaluate the environmental effects of proposed projects.

Environmental Auditing *Audit/Voluntary (Environmental) Audit*

A management tool comprising a systematic, documented, periodic and objective evaluation of how well environmental organization, management and equipment are performing with the aim of helping to safeguard the environment by: (1) facilitating management control of environmental practices, and (2) assessing compliance with company policies which would include meeting regulatory requirements.

There are two types of environmental audit, each with a different focus: (1) how well the company is complying with the environmental regulatory requirements, and (2) whether the company has a system to achieve and maintain compliance (often an Environmental management System).

Environmental Charges/Taxes *Fee/Taxes*

Fees on processes or products that are sources of environmental problems. Those fees can be designed as an incentive to modify environmental behaviour, and/or raise revenue to finance environmental protection programs. There are multiple kinds of environmental charges:

- *Administrative charges* – payments for authority services (e.g., approval fees, registration of chemicals, etc.).
- *Effluent charges* – to be paid on polluting discharges into the environment and are based on the quantity an/or quality of discharged pollutants.
- *Product charges* – charges based on some product characteristic or on the product itself.
- *Tax differentiation* – providing more favourable prices for environmentally-friendly products; the sole purpose is its incentive impact.
- *User charges* – payments for the costs of collective or public treatment of effluents; charges may be uniform or differ according to the amount of effluent treated.

Environmental Charter

A set of principles relating to the environment management system of the company. By signing a charter, a company publicly declares its intention to carry out its environmental management activities in accordance with these principles.

Environmental Education *Education/Educator Role/Extension*

A learning process that increases people's knowledge and awareness about the environment and associated challenges, develops the necessary skills and expertise to address challenges, and fosters attitudes, motivations, and commitments to make informed decisions and take responsible action.

Environmental Goods and Services

Goods and services that are used, or can potentially be used, to measure, prevent, limit or correct environmental damage (both natural or by human activity) to water, air, soil as well as problems related

to waste, noise and ecosystems. This includes technologies used to reduce resource use, energy, emissions and waste. Key to the definition is the end-use of the goods and services for environmental purposes.

Those products, often called public goods, which have environmental benefits but have no value in the traditional marketplace. Therefore they provide no direct economic return for producers. Examples include clean air, clean water, water supply, carbon storage, biodiversity, healthy soils and scenic vistas.

Environmental Justice *Equity*

Environmental Justice is a social movement carrying the aim of reducing disparities in environmental harm, by pointing out that disparities exist, working to reduce these disparities, reducing risks of exposure, and alleviating environmental health conditions.

- *Distributional justice* – does not require that communities or identifiable groups of persons bear a disproportionate burden of actual or potential harm from development or activities. In the reverse, the benefits of environmental protection, such as clean air and water, should be equally available to all.
- *Procedural justice* – requires that decisions be made through a fair and open process. This includes procedural fairness and effective ability to participate through access to resources necessary to playing an active and constructive role in decisions and the right of affected communities to be involved in *all* stages of any planning or decision process.
- *Entitlement* – requires that efforts be made to prevent adverse effects, as opposed to remediation after the fact. This is consistent with the precautionary principle.

Environmental Labelling (Eco-labelling) *VNRI*

A program that allows companies to identify products that meet certain environmental criteria. For example, the PowerSmart label indicates that certain energy efficiency criteria have been met.

Environmental Management Framework (EMF)

A system of integrated resource development and environmental management policies, outcome-based management systems, and streamlined regulatory processes.

Environmental Management System

A set of management processes and procedures that allow an organization to analyse and reduce the environmental impact of its activities.

Environmental Non-Government Organizations (ENGOs) *Non-Government Organizations*

Commonly considered to be not-for-profit associations and organizations with either specific interests in the environment. Most environmental activist groups (formal or informal) consider themselves to be NGOs.

Environmental Performance Agreements *Voluntary or Non-Regulatory Initiatives*

A non-legislated commitment, agreed upon by one or more organizations, which is applied in a consistent manner to influence or track behaviour.

Types of EPAs include:

- Voluntary challenges (e.g., Voluntary Challenge and Registry)
- Standards (e.g., ISO 14001)
- Codes of practice (e.g., Responsible Care)

- Environmental labelling (e.g., PowerSmart)
- Negotiated agreements (e.g., Dutch covenants)

These are cooperative and proactive approaches, practices or tools undertaken by the regulated community to achieve environmental and/or resource management goals. They are neither command-and-control nor economic in nature.

Environmental Pollution Risk

The risk associated with anthropogenic activities that may adversely affect the environment, cause human health problems, damage property, contaminate natural resources, or affect biodiversity.

Environmental Quality *Ecological Integrity*

A measure of the status of the environment, overall or in relation to a medium (air, water, land) or the needs of its inhabitants.

Environmental Scanning (E-Scanning, E-Scan)

A process whereby the Ministry monitors the external environment on a regular basis to identify emerging issues to prepare future courses of action. The scan examines internal and external factors that can positively or negatively affect the Ministry's ability to accomplish its mission, goals and objectives. The Ministry can use this information to assess internal strengths and weaknesses, challenges, risks, assumptions and opportunities.

Equity *Environmental Justice*

Justice administered according to fairness as contrasted with the strictly formulated rules of common law.

Essential Services *Business Resumption Plan*

Services that must be operational during a crisis to ensure the health, well-being and safety of the public.

Evaluation

The systematic collection and analysis of information about a program to determine its effectiveness.

- *Formative Evaluation* – explores the need for interventions, provides the information needed to define realistic goals and objectives for the interventions, and helps program planners make decisions about intervention strategies. It can be used as an exploratory tool, and it can also help project managers adjust objectives as needed. It is used to identify unacceptable or ineffective intervention approaches, designs and concepts.
- *Process Evaluation* – Process evaluation addresses such basic questions as "To what extent are planned intervention activities put into place?" and "What services are provided, to whom, when, how often, for how long, and in what context?" Input (the resources required,) and Output (the immediate service improvement expressed as commodities distributed, staff trained and service units delivered) are key elements of process evaluation. Process evaluation is often expressed in quantitative terms.
- *Outcome (Effectiveness) Evaluation* – Effectiveness evaluation will help answer such questions as, "What outcomes were observed?" "What do the outcomes mean?" and "Does the program make a difference?" It is best to view this type of evaluation in two parts – short-term and intermediate program effects (program outcome) and long-term program effects (program impact). Outcome/impact evaluation is intimately connected to process evaluation. Process information can help the evaluator understand how and why interventions have achieved their

effects and, perhaps, what specifically is making the difference. Examining outcome/impact indicators without assessing program implementation might lead to erroneous conclusions about the effectiveness of the interventions.

- *Strategic Evaluation* – Strategic evaluations look at the performance of entire groups of activities directed at a common result, analyze cause and effect relationships, and try to determine the relative effectiveness of alternative activities and approaches.

Event (risk management)

An incident or situation that occurs in a particular place during a particular interval of time. It has a cause and a consequence.

Exposure

The consequences, as a combination of impact and likelihood, that may be experienced by the organisation if a specific risk is realised.

Extended Producer Responsibility *Advance Recycling Fee/Product Take-Back*

An environmental policy whereby the producer or seller of a product is responsible for the product's end-of-life environmental impacts. The thinking behind this approach is that it will provide incentives for producers to make design changes to products that would reduce waste management costs. Those changes should include improving product recyclability and reusability, reducing material usage and downsizing products, and engaging in a host of other so-called design for environment activities.

Extension *Education/Environmental Education*

Actions that help people improve sustainable resource and environmental management through educational processes focused on their issues and needs. Extension involves the use of communication and adult education processes to help people and communities identify potential changes to their practices, and then provide them with the skills and resources to effect these improvements.

F

Facilitation

A process for leading a group of individuals in a guided discussion about a specific topic. A facilitator is a trained or professional expert responsible for conducting the process.

Facilitator

A facilitator is a process expert responsible for leading a small group of individuals in a guided discussion about a specific topic. A facilitator, unlike an instructor, is not the source of information but one that uses the expertise found in the group to derive the relevant information and achieve the lesson objectives of getting together. In a group setting, the facilitator will lead the group through questions and exercise based on preparatory materials and personal experiences with the intent of arriving at outcomes and actions satisfactory to the group.

Fee *Charge/Tax*

A sum of money paid in return for services or rights (e.g., license fee).

Fiduciary Duty

Duties that common law jurisdictions impose upon a person who undertakes to exercise some discretionary power in the interests of another person in circumstances that give rise to a relationship of trust and confidence. The circumstances in which fiduciary duties will apply are not fixed because they are a product of case law rather than statute, but courts in the common law jurisdictions discussed in this report have all held that a principal exercising the role of 'trustee' will owe fiduciary duties to beneficiaries under the trust.

Financial Assurance of Compliance *Negotiated Compliance Agreement*

A bond or other form of security guaranteeing regulatory compliance. This may be part of a negotiated compliance agreement.

Financial Incentives *Investment Tax Credit/Subsidies*

A variety of tools that relieve the costs of meeting pollution control/reduction goals to obtain environmentally-desirable behaviour. Financial incentives include:

- Tax write-offs, investment tax credits, and flow through arrangements.
- Government loans, loan guarantees, and subsidized interest payments.
- Grants, subsidies, and cost-sharing programs.

Financial Security

Financial assurance placed with a regulator by a regulated party or their agent to ensure performance of a requirement. Security may be provided in several forms, the most common of which are cash, letter of credit, and bond.

Fixed Cost *Variable Cost*

A cost that is independent from the level of production (e.g., head office salaries).

Focus Group

Specifically selected individuals who are brought together to provide reactions to a specific topic, policy, project or issue. Focus groups often operate in a highly structured process.

Framework

An organized structure of policies, legislation, programs and tasks created to achieve a specific outcome. There can be frameworks for:

- Broad policies and strategic initiatives at the provincial/sector/region/media scale
- Programs and program delivery, or
- Short-term tasks and projects.

Franchising *Contracting Out/Licensing*

A form of contract where government gives the right to a private group to conduct business or sell products or services in a specific area according to prescribed terms and conditions. Franchises can be either exclusive (i.e., one producer) or inclusive (i.e., many producers), depending on the government's interest in leveraging the marketplace.

Full-cost Accounting *Cost-Benefit Analysis/Green Accounting*

A systematic approach for identifying, summing, and reporting the actual environmental costs of an activity. It takes into account past and future outlays, overhead (oversight and support services) costs, and operating costs.

An accounting system in which environmental costs are built directly into the prices of products and services.

Function

A core business process or system comprising a series of activities.

G

Geographic Information System (GIS)

A computerized system for combining, displaying, and analyzing geographic data. GIS produces maps for environmental planning and management by integrating physical and biological information (soils, vegetation, hydrology, living resources, and so forth) and cultural information (population, political boundaries, roads, bank and shoreline development, and so forth).

Global citizenship

Companies' efforts to make a positive contribution to the global community beyond their commercial role as a business.

Goal *Core Business/Objectives/Outcomes/Target*

Goals refer to the desired end results that the Ministry wants to achieve. They are broad statements that begin to focus actions towards clearly defined purposes. A goal can be expressed as a business result or an environmental result.

Good Samaritan Legislation

Legislation that allows a third party to enter into a previously disturbed site to conduct new business that results in clean-up of part of the site, or partial clean-up of the site, without transferring all of the liability of the site to the third party.

Governance *Shared Governance*

The process and structure that brings together capable people and relevant information to achieve goals. Governance defines an organization's accountability systems and ensures effective use of public resources. There are different types of governance:

- *Corporate Governance* – the processes by which a board oversees the performance of a corporation organization.
- *Community Governance* – the processes by which a network of stakeholders at the local level oversees the management of public resources and/or the delivery of public services.
- *Regional Governance* – the processes by which the board of a regional authority oversees the management of public resources and/or the delivery of public programs/services within a regional jurisdiction.
- *Provincial Governance* – the processes by which a Ministry, or agency of a Ministry, oversees the management of public resources and/or delivery of public programs across the province.

The process where elements in society hold power and authority, and influence and enact policies and decisions about public life, and economic and social development

A framework or process by which a Ministry by which a Ministry assures accountability for achieving outcomes and for the management system and decisions. In these instances the Ministry remains accountable even when partners, delegates or contractors deliver the programs or services that produce the outcomes.

Processes used to ensure accountability of Ministries for the management and decisions made by delegated organizations.

Governing

Regulating, controlling and/or managing resources and/or behaviour using a range of political, social, economic and administrative systems, and associated policies, statutes, standards, etc.

Government

The public institutions (the "state") that are vested with formal authority to make decisions on behalf of the entire community.

Government Owned/Contractor Operated (GOCO)

An organizational and commercial arrangement where a government-owned facility is operated by a third party, usually a for-profit contractor.

Green Accounting *Ecological Economics/Full-cost Accounting/Natural Capital*

An informal term referring to management accounting systems that specifically outlines the environmental costs of business activities rather than including those costs in overhead accounts.

Green Procurement

The selection and purchase of products and services that comparatively have a reduced effect on human health and the environment. Green procurement requires a purchaser to carry out an assessment of the environmental consequences of a product throughout various stages of its lifecycle. This considers the costs of securing raw materials, along with manufacturing, transporting, storing, handling, using and disposing of the product.

Gross Domestic Product (regulatory definition)

The market value of all goods and services produced in a year within Alberta's borders.

Guarantor Role *Educator Role*

Providing assurance that an obligation will be fulfilled, by using legislation and regulation to set standards and enforce compliance. This role is derived directly from the legislated mandate (legal accountability) of the Ministry or agency.

Guideline *Criteria/Objective/Standard*

A numerical concentration or narrative statement recommended to support and maintain a specified environmental condition. An environmental guideline can be either:

- *Procedural* – directing a course of action, or
- *Numerical* – providing a value that is recommended to support and maintain a specified environmental condition.

H

Harmonize

To move towards common or equivalent standards and guidelines such as administrative performance measures and targets, processes and systems. May also include the deployment and sharing of common systems to facilitate the performance of government business processes (approvals, monitoring and reporting, compliance assurance).

Horizontal Policy Consistency *Internal Policy Consistency/Vertical Policy Consistency*

Harmony or compatibility among policies, not just within individual policies.

Horizon Scanning

Systematic activity designed to identify, as early as possible, indicators of changes in risk.

I

Impacted Party *Directly Affected Party*

A person affected by an operation/activity.

Inclusivity

The principles of inclusivity involve a clear recognition that society is not homogeneous and the perception of diversity as enriching rather than a problem. It requires the recognition that ideas and practices based on or modeled after norms of the dominant culture or society can result in experiences of exclusion and discrimination for a number of people in society. This process includes the active and meaningful involvement of people who are reflective of the diverse groups within a community.

Incorporation by Reference

A legislative drafting technique whereby an Act or a regulation makes the text of another document applicable by referencing it, rather than actually including the text from in the regulation itself. Once referenced the document becomes part of the Act or regulation (it is incorporated). Common documents incorporated by reference are Codes of Practice and standards.

- *Static incorporation* – incorporating the external document as it reads on a fixed date. Subsequent changes to the document do not form part of the Act or regulation unless the Act or regulation is amended to change the date.
- *Rolling incorporation* – incorporating the external document as it reads now and with any future changes made to it. Rolling incorporation ensures all updates to the document become law but may create problems if an update does not match the legislative intent, or if the legislative intent changes.

Incremental Cost *Marginal Cost*

The average cost for the amount of pollutant reduction required to meet a regulatory limit or achieve a specified level of pollutant reduction. Incremental cost is an alternative to average cost.

Indemnity

The act of one party protecting or guaranteeing protection, or freedom from liability, of another party for actions of the latter party.

Indicator *Comparable Indicators/Performance Indicator/Societal Indicator*

A generic term – see the specific terms.

Industrial Ecology *Life-cycle Assessment*

The objective, study of industrial and economic systems and their connections with fundamental natural systems.

The means by which humanity can deliberately and rationally approach and maintain a desirable carrying capacity, given continued economic, cultural and technological evolution. It is a systems view in which one seeks to optimize the total materials cycle from virgin material, to finished material, to component, to product, to obsolete product, and to ultimate disposal.

Information Data/Knowledge

A collection of data points or facts related to a specific issue. Information adds context to data and provides analysis to summarize data into concise and understandable forms. Information is often presented in tables or charts.

Information Management Data/Knowledge/Shared Information

The structures and processes to manage and share information. It is a disciplined approach that focuses on information content and the use of the information. It includes the processing, storage and retrieval of information.

Infrastructure

Appropriate and integrated systems, structure, relationships, and controls for the organization to operate effectively and efficiently.

Inherent Risk *Residual Risk*

The exposure arising from a specific risk before any action has been taken to manage it.

Inputs *Outputs*

Resources applied to activities and programs.

Insolvency *Bankruptcy*

The condition of having more debts (liabilities) than total assets that might be available to pay the debts, even if the assets were mortgaged or sold. The state of being unable to meet liabilities as they become due.

Inspection

A site evaluation to determine compliance with legislative requirements.

Institutional Control

Control of a site (for example, a waste disposal site or a mine site) by an authority or institution designated under law. The purpose of control is to ensure protection of the environment and public safety. This control may be active (monitoring, surveillance, remedial work) or passive (land use control). Institutional control may require funding of the institution over a long period of time; the company originally responsible for the site, the government, or a combination of the two may provide the funding.

Insurance

A financial instrument that transfers risk to a third party. Insurance focuses on reducing the impact of an incident after it has occurred by ensuring funds are available to pay for the costs of the event.

Integrated Resource Management (IRM)

IRM is an interdisciplinary and comprehensive approach to decision making for the management of natural resources. IRM integrates decisions, legislation, policies, programs and activities across sectors to gain the best overall, long-term benefits for society, and to minimize conflicts. This approach recognizes the use of a resource for one purpose can affect both the use of a resource for other purposes and the management and use of other resources. IRM is based on:

- Co-operation, communication, co-ordination and the comprehensive consideration of all resource values. This philosophy is centered on the belief that efforts to manage natural resources will be more successful if they are co-ordinated at all levels within government.
- Appropriate consultation before action. Those who are significantly affected by a decision should have the opportunity to participate in the decision-making process.

Integrated Risk Management (IRM) *Enterprise Risk Management/Risk Management Framework*

A continuous, proactive and systematic process to understand, manage and communicate risk from an organization-wide perspective. It is about making strategic decisions that contribute to the achievement of an organization's overall corporate objectives.

Also known as Enterprise Risk Management or ERM.

Intellectual Property

Assets such as patents, documents and/or technology belonging to an organization. Intellectual property must be properly registered, communicated about and defended.

Interests

The wants, needs, concerns and desires of each party that provide motivation to be concerned about an issue or topic.

Internal Control

Any action, originating within the organisation, taken to manage risk. These actions may be taken to manage either the impact if the risk is realised, or the frequency of the realisation of the risk.

Internal Policy Consistency *Horizontal Policy Consistency/Vertical Policy Consistency*

Harmony or compatibility among the three elements of policy – problem definition, goals, and instruments.

Internalization *Negative Externalities*

Incorporation of an externality into the market decision-making process through pricing or regulatory interventions.

International Credits/Permits

The creation and transfer of emissions credits or permits among countries. These are designed to minimize the cost of reducing global greenhouse emissions and include:

- Joint Implementation (emission-reducing projects between two developed countries that have a set Kyoto Protocol target)

- Clean Development Mechanisms (project-based reductions between developed and developing countries), and
- International Emissions Trading (international trading of greenhouse gas permits).

Investigation

An evidence-gathering activity done to substantiate or dismiss alleged non-compliance. Investigations may involve taking statements, securing physical evidence, and carrying out search warrants, arrests, and seizures.

Investment Tax Credit *Financial Incentives*

Allows an investment to be fully or partially deducted from tax obligations or income.

Invitation to Quote (ITQ)

A request for bids for a contract in which the only selection criteria is price.

J

Joint and Several Liability

The liability of more than one person for which each person may be sued for the entire amount of the damages.

Each party named in an order or action is responsible for all of the costs of the action, irrespective of their proportional responsibility.

Judgement *Conviction/Summary Conviction/Verdict*

A determination of a court of law; a judicial decision.

Judicial Review

Review by a superior court of the legality of administrative actions, ensuring no error has been made in the decision-making.

K

Key Dependents

The individuals or external stakeholders that an organization relies on for continued effective and efficient operation. An organization should have few key dependents and have a succession plan in place to address potential changes to the key dependents.

Key Measure *Secondary Measure*

A quantitative or qualitative means of indicating success in achieving a key results associated with desired outcomes.

Key Responsibilities *Core Business*

Major areas of expected and/or legislated roles/duties assigned to an organization.

Key Results *Core Measures*

Results that demonstrate success in achieving the intended outcomes of an organization's action, policies, initiatives or strategic priorities.

Knowledge *Data/Information*

An assessment or interpretation of raw data or information. Knowledge is often based on experience, values, contextual information and expert insight. Knowledge adds value to data/information.

- *Explicit knowledge* – publicly available through documents, artefacts and databases.
- *Tacit knowledge* – resides within the individual in the form of know-how, judgement and intuition. It is difficult to share without face-to-face interaction and dialogue, but is often more valuable than explicit knowledge for solving ambiguous and complex problems because it comprises experience, wisdom and intuition.

Knowledge Coordination

Adding value by organizing, structuring, mapping, and storing explicit information and knowledge.

Knowledge Generation

The acquisition or creation of knowledge.

Knowledge Management

A set of techniques and practices that facilitate the flow of knowledge into and within the organization. Effective knowledge management supports the overall outcomes of the organization. It includes areas such as:

- *Knowledge coordination* – adding value by organising, structuring, mapping, and storing explicit information and knowledge.
- *Knowledge generation* – the acquisitions or creation of knowledge.
- *Knowledge transfer*– processes that facilitate knowledge sharing.

Knowledge Transfer

Processes that facilitate knowledge sharing.

L

Land Use Control

Any legal mechanism capable of regulating the use of a piece of land, and includes

(i) Controls that may be imposed by a municipal government in the exercise of its jurisdiction over land use planning and development (sometimes called "municipal government controls"),

(ii) Controls arising from general or specialized agreements between two or more parties under principles of contract law or property law, including statutory modifications of those principles (sometimes called "proprietary controls" or "proprietary land use controls"), and notice mechanisms, involving either an obligation to provide information describing the environmental condition of a site to specified persons or the filing of information describing the environmental condition of a site in a registry accessible by the public.

Latent Risk

A risk whose effect is not likely to materialize for many years. Examples include migration of a chemical through soil until it finally reaches groundwater where the effect becomes apparent.

Legislation

Laws that are established by an elected body.

Letters of Agreement

Letters of Agreement create binding legal relations. The terms for these agreements are proposed unilaterally and are court-enforceable.

All agreements – no matter their form or whether they oblige AENV to make payments to another party – have to be approved and signed on behalf of the department in accordance with a formal delegation of authority.

Level Playing Field

All regulated parties within a sector are regulated fairly and consistently, to a common standard of conduct. All parties are treated the same way by the regulator, in similar circumstances.

Liability

Any obligation for which a person is responsible.

Liability Insurance

Insurance for the liability of polluters to cover environmental damage or clean-up costs associated with emissions or the storage of wastes. Premiums reflect the probable damage (penalty), clean-up costs, and the likelihood that damage will occur. There is incentive for environmental improvement in the form of potentially lower premiums when industrial processes are more secure or result in less damage, less waste, or fewer accidents.

Licensing *Contracting Out/Franchising*

A variation on contracting out through which government grants a licence to a private concern to sell a product or service that would not otherwise be allowed outside the public domain.

Life-Cycle

The period of time from initial project/activity proposal to final decommissioning. This is the period of time in which the regulator can influence the impact of an activity/operation. The life-cycle starts with education of the regulated community and ends when all regulators agree that the activity/operation is fully decommissioned such that authorizations are no longer required and the activity/operation can be closed.

Life-Cycle Assessment *Design for Environment/Industrial Ecology/Material Flow Analysis*

A concept and a methodology to evaluate the environmental effects of a product or activity holistically, by analyzing the entire life-cycle of a particular material, product technology, service or activity. The life-cycle assessment consists of three complementary components:

- *Inventory analysis* – a determination of the inputs and outputs of materials and energy for a process, product or facility.
- *Impact analysis* – a determination of the environmental impacts of a process, product or facility.
- *Improvement analysis* – design for environment techniques are used in combination with the results from the first two stages to improve the environmental plan of a process, product or facility.

Life-Cycle Assessment (risk)

Assessment of the risk at each stage in the development cycle of a product, technology, process, procedure or action.

Likelihood

Used as a qualitative description of probability or frequency of a risk occurring.

Limited Scope Approval *Approval*

An authorization to undertake specific activities on a specific part of an industrial site. Limited scope approvals are usually issued to allow preliminary clearing, development and/or construction. The limited scope approval is replaced with an approval for the full scope of work on the industrial site.

Linkages (Business Planning)

Business Planning Linkages are defined as teams/entities with which GOA Business Planners may want to have contact in order to facilitate the business planning process.

M

Mandate *Core Business*

The business responsibilities that have been assigned to an organization by a governing body.

Marginal Control Cost

The cost of reducing the last unit of emissions. Marginal control cost should be equal across all parties in a market system to ensure cost-effectiveness.

Marginal Cost *Incremental Cost*

The cost of the last unit produced.

Market-Based Instruments *Economic Instruments*

Economic tools that use the market to achieve objectives and/or make decisions on allocation of resources.

Economic tools that focus on providing incentives to encourage desired behaviour as opposed to threatening punishment for undesired behaviour.

Market Creation

The creation of economic instruments to allow regulated parties to assign monetary value to actual or potential pollution. Once monetary value has been assigned the instruments can be bought, sold and traded in the market.

Market Intervention

Price intervention or *ex ante* price guarantees that create or facilitate the continued existence of a market.

Market Risk

Potential risks posed from the fluctuation of prices in markets outside of the organization (e.g., the price of oil or natural gas). Market risk may affect the organization directly, or indirectly through impacts on stakeholders.

Material Flow Analysis *Life-Cycle Assessment*

A methodological tool that documents, characterizes and quantifies the physical flows of materials through the economy as inputs to various industrial sectors and sub-sectors. Two kinds of material flows are tracked:

- *Visible flows of commodities* and finished products traded in the marketplace and thus amenable to tracking through monetary accounts to some extent.
- *Hidden flows of materials* that are associated with making commodities available for economic use but do not themselves enter the economy (such as, for example, forestry slash, crop residues or soil eroded from cultivated fields).

Mediation *Appeal/Arbitration*

An alternate dispute mechanism where a third party acts as a facilitator, assisting two parties come to a mutually agreeable solution.

Memorandum of Understanding (MOU)

The formal documentation of an agreement between two or more parties outlining their respective responsibilities in implementing a policy or program.

Merger *Consolidation*

In corporate law, the joining together of two corporations in which one corporation transfers all of its assets to the other, which continues to exist as before.

Ministry *Department*

A Government department that deals with all functions under a particular portfolio assigned to a Minister. Its administrative head is the Deputy Minister, who is responsible to the Minister. Each Ministry consists of a department and, in many cases, several regulated funds and agencies.

The Ministry of Environment includes the Department of Environment and the Environmental Appeals Board. In addition, three Delegated Administrative Organizations report to the Minister but operate with separate board governance and financial management. They include the Alberta Recycling Management Authority, The Beverage Container Management Board and the Alberta Used Oil Management Association.

Mission Statement

A brief, clear statement about the organization's values, aspirations and reason for existence.

N

Natural Capital *Ecological Economics*

The value and utility of natural assets, that are key to our economic prosperity and quality of life. Like other forms of capital, natural assets require careful stewardship and investment for their value to grow and pay dividends over the long-term.

Natural capital consists of three components:

- *Natural resource capital* – stocks of renewable and non-renewable resources (e.g., minerals and energy, forests, water, fisheries)

- *Ecosystems or environmental capital* – systems that provide essential environmental goods and services such as our atmosphere and waste assimilation provided by wetlands; and
- *Land* – the space in which human activities take place.

Natural Catastrophe Risk

The risk associated with natural disasters such as earthquakes, floods, hurricanes or other extreme environmental conditions. Such catastrophic events often cause large-scale material damages as well as severe economic losses.

Negative Externalities *Internalization*

Damage that results from the consumption and/or production of a good or service that is not directly reflected in the price charged for the good or service or compensated for in some other, non-price way. Environmental externalities usually exist because relatively open access to the environment (air, water, land) means that it can be treated as a free receptacle for the wastes of production and consumption. Reduction in air quality due to vehicle emissions is an example of an environmental externality.

Negotiated Compliance Agreement *Financial Assurance of Compliance*

An agreement between a company and a regulator, in which the company commits to undertake future compliance in lieu of an enforcement action. The agreement sets out the steps that the company will follow to remedy the non-compliance and avoid future non-compliance. The agreement may also contain provisions for restitution, corrective action, re-imbursement of costs and public apologies.

Negotiated Rule-Making

A process by which representatives of a regulatory agency and relevant stakeholders attempt to reach consensus in two areas: the terms of a proposed rule and the process by which it is negotiated. It requires the active participation of negotiators who can speak for their organizations.

Non-compliance

Where legislative requirements, such as those found in an Act, regulation, Code of Practice or authorization are not met.

Non-Government Organizations (NGO's) *Environmental Non-Government Organizations*

Commonly considered to be not-for-profit associations and organizations with either specific or broad special interests. Most environmental activist groups (formal or informal) consider themselves to be NGOs.

Non-Renewable Resource *Renewable Resource*

Natural resources that are in fixed supply such as coal, oil and minerals.

O

Objective (environmental) *Criteria/Guideline/Standard*

A numerical limit or narrative statement that has been established to protect and maintain a specified use of soil, water or land at a particular site by taking account site-specific conditions.

Objectives (business planning) *Goal/Vision*

Objectives are quantifiable interim steps toward achieving an organization's long-range vision and goals. They are linked directly to goals and are measurable, time-based statements of intent.

Offence

A breach of the law for which a penalty upon conviction is prescribed, if convicted.

Officially Induced Error

An error, or instance of non-compliance caused or exacerbated by the incorrect advice, information, actions or inactions of a regulator or an authorized representative of a regulatory authority. Officially induced error may be a defence against a charge.

Offset

A credit issued from the reduction in emissions from an existing source that allows a new source of emissions to be added, but with an overall reduction in total emissions.

One-Window

An administrative system in which a regulated party needs to make only one contact to a government agency for all information and to apply for all of the approvals required to conduct an activity or operation.

Organization

An administrative and functional structure in a business or a political entity.

Organizational Behaviour

The norms and culture accepted and practiced throughout the organization (e.g., stakeholder relations).

Outcome *Goal/Outputs/Performance Measure/Shared Outcome*

An outcome is an event, occurrence, or condition that results from an activity or program and has an actual effect on resources, the environment or Albertans. For planning purposes, *outcomes* are the desired/expected endpoint or state and should guide the development and implementation of related programs. An outcome can be expressed as a business result or a resource/environmental result. A program may have multiple outcomes for different timeframes and scales.

- *Short-term outcome* describes what is expected to occur as a direct result of the program activities and products (e.g., an increase in awareness).
- *Medium-term outcome* is an outcome that is expected to lead to a desired end but is not an end in itself (e.g., a change in behaviour).
- *Long-term outcome* is the end result that is sought (e.g., a healthy environment).

An outcome is the end result or consequence caused by:

- What we invest (input such as people, resources and time);
- What we do or produce (actions such as programs and outputs such as reports or policies); and
- Who we reach (target audiences).

Outputs *Inputs/Outcomes*

The work that was performed or services provided, or products delivered. Outputs tell us what was done but do not reveal how efficiently or how well it was done.

Oversight Role

One that involves observing, but not undertaking or controlling, an activity to determine if the outcome is achieved.

Outsourcing

Arranging for non-employees to complete functions key to the organization (e.g., choosing when and how to engage and manage contractors, partners and alliances to accomplish activities and when and how to rely on employees).

P

Paperwork Burden

The time and money spent by business owners, managers, staff or external contractors and experts to understand and comply with information obligations or administrative requirements that stem from government regulations. From a firm's perspective, paperwork involves activities such as processing and storing data, completing forms and reporting information to various orders of government. From governments' perspective, it involves collecting information that allows them to monitor businesses' compliance with these orders. Paperwork burden is often referred to as red tape.

Partner

An individual or organization that shares the costs, risks, benefits, power and/or resources necessary to achieve a common objective. Partners resolve problems through mutual agreement.

Partnership *Collaboration*

A relationship in which individuals or organizations share resources and responsibility to achieve a common objective, as well as any resulting rewards or recognition. It often includes a formal contract, new resources and shared risks and rewards. The structure includes a central body of decision-makers whose roles are defined. The links are formalized. Communication is frequent, the leadership is autonomous and the focus is on specific issues. Partnerships are a form of collaboration.

Performance Assessment

The linkage of inputs (e.g., funding, staff, equipment, supplies), actions (e.g., advice, projects, programs, services) and outputs (e.g., reports, plans, policies) to outcomes or results (e.g., an increase in awareness, a change in behaviour, or the achievement of an outcome or end result, such as a healthy environment).

Performance-based Enforcement *Enforcement*

An enforcement approach in which companies/industries are treated differently based on perceived risk and compliance history. For example, different companies/industries may be subject to different inspection frequencies and different penalties if infractions are noted.

Performance Indicator *Societal Indicator/Target*

A qualitative or quantitative means of measuring and tracking the status of key aspects of a subject of interest (e.g., the environment). The intent of a performance indicator is to highlight progress toward a desired outcome. A performance indicator does not imply accountability for improvements in the outcome, therefore, targets are not required, but may be identified to demonstrate strategic commitment to an outcome. A performance indicator provides a context for decision-making, but by definition, does not assume a direct relationship between decision made and change occurring in the indicator. A

performance indicator usually consists of two or more measures combined to calculate the indicator or represents two or more related measures.

Performance Information

The product of monitoring, analysing, and reporting performance measures and indicators for executive and management.

Performance Measure (business planning)

A qualitative or quantitative measure of an outcome, intended to gauge the performance of the organization, its initiatives, policies and/or activities. A performance measure has specific and attainable targets, and the measure tracks the degree of progress toward targets in a timely manner. Since the intent of a performance measure is to gauge the degree to which the organization has affected an outcome, the organization should be able to assess and demonstrate the degree (low to high) to which the organization can influence change (that is, attribution). A performance measure may consist of two or more sub-measures combined to calculate the performance measure.

A performance measure indicates the degree of success a Ministry has in achieving its goals and objectives. Performance measures are categorized in a variety of ways.

- *Input measures* refer to the resources allocated to various programs (e.g., funds, personnel, equipment, supplies). Input measures are important for determining the cost of providing certain services and analyzing the effect on service quality. An example of an input measure:
    - Dollars spent
- *Efficiency measures* relate the amount of work performed to the amount of resources used, typically in dollars or labour-hours in doing it. An example of an efficiency measure:
    - Personnel hours per crime solved
- *Productivity measures* include elements of efficiency and outcomes in a single indicator. Productivity measures are relatively rare in the public sector because they are often difficult to formulate and interpret, therefore, it may be advisable, and more expedient, to focus first on outcome and efficiency measures. An example of a productivity measure:
    - Cost per employment vacancy filled successfully (i.e. successfully completing probation)
- *Process measures* monitor the organization's activities.
    - *Activity measures* relate to how "busy" the organization is, reflecting the level of demand for government programs. The volume of work and the amount of time required to render service are important in assessing program quality.
    - *Efficiency measures* track the cost of providing service on a per unit basis.
- Process improvement initiatives typically focus on either speeding up response times or reducing per unit costs. Note that cost efficiency (how cheaply a service can be provided) is not the same as cost effectiveness (which method provides better results at a similar cost).
- *Output measures* represent the level of service provided by a program. These have often been used as indicators of government performance (e.g. kilometres of road paved, number of grants provided). It identifies how much work was performed or how many units of service were provided. Output measures tell how much was done but do not reveal how efficiently or how well it was done. An example of an output measure:
    - Number of counselling sessions provided
- *Outcome measures* (or effectiveness) measure the intended results/consequences or changes in conditions, behaviours or attitudes that indicate progress toward achievement of a program's or Ministry's mission and goals. Outcomes may be immediate, intermediate or ultimate.
    - An example of an immediate measure is enrolment in new programs as a percentage of total enrolment

- An example of an intermediate measure is graduation rate of students in high-tech programs
- An example of an ultimate or end measure is employment rate of high-tech graduates

PEST *Situational Analysis/SWOT*

PEST (sometimes it is rearranged and called STEP) is a framework to scan the external macro-environment in which an organization operates. It is used to evaluate a market for a strategy or business proposition.

- P – Political factors
- E – Economic factors
- S – Social factors
- T – Technological factors

Place-Based

The explicit management for a described location as opposed to provincial wide expectations. A place-based approach recognizes the different circumstances in different regions of the province. The boundaries for describing a "place" maybe physical (e.g., watershed, airshed, landscape), environmental (e.g., shortgrass prairies), or geopolitical boundaries (e.g., a county). The latter is the least preferred as it does not readily relate to resource and environmental management. Places can be at various scales – for example, a watershed, a river basin pr a river reach.

Planning Hierarchy

A continuum of inter-dependent planning levels ranging from broad land and resource management principles and policies, to strategic level land and resource use plans, to sustainable resource management plans, to operational-level or action plans. The hierarchy may also be described by the scale of the plans – provincial, regional, sub-regional, or local.

Planning System

The laws, policies, procedures and institutional structures that exist within any given jurisdiction to prepare, implement and monitor land and resource use plans.

Policy *Science-Based Policy*

A governing set of principles given force and effect by elected officials in order to meet recognized public needs. Policy is made in the name of "the public" and is interpreted and implemented by both public and private actors. Policy sets out what government intends to do and chooses no to do.

- The authority to set policy is what distinguishes government from the private sector and it is fundamental to the work of government. Policy helps provide the services and outcomes that Albertan's value.
- There are many types of policy from ***operational*** or ***administrative*** *policy* that are focused on how an organization delivers its functions, including internal management of the organization, to ***strategic policy*** that deals with long-term objectives and issues of primary importance to the organization's future. There are also ***program policies*** that involves setting targets and employing resources to achieve specific results.
- Policy often involves a variety of actors, both public and private, sometimes called a ***policy community*** that come together around an issue area and share a common interest in shaping its development. As an example, there are ***societal policies*** that integrate administrative and program policies with citizen and community action to achieve larger societal outcomes like environmental stewardship.

- In general, policies are broad, conceptual documents that outline the approach and/or considerations to be taken into account by decision-makers. Policy is used to cause, facilitate, and/or promote desired outcomes and prevent adverse events from happening.

A consistent course of action that may be based on constitutional authority, legislation/regulation, budgets, procedures or habits. In the latter case, the consistent course f actions s unwritten but it is still policy.

A governing principle, plan or course of action developed in order to meet recognized needs and to achieve specific, measurable outcomes.

A government commitment to the public to follow a course of action in pursuit of approved objectives.

The process, and the result of the process, that leads to a consistent course of action. Often spoken of as "what is and what ought to be."

Policies are normally broad, conceptual documents that outline approaches and/or considerations to be taken into account by decision-makers. Policies do not act as constraints but provide information. A statutory decision-maker is free to deviate from policy when the circumstances in a particular case justify the deviation.

Policy Analysis

The basis of advice to elected officials. It provides the necessary information and integrated analysis to frame policy options and their implications. Integrated analysis can refer to integration across Ministries, across environmental media (air, water, land), across sectors, as well as integration of economic, social, environmental and political considerations. It combines both quantitative and qualitative criteria.

The viability and effects of an existing policy to another option to identify the best course of action.

- *Normative Analysis* analyzes policy in reference to basic values or ethical principles.
- *Legal Analysis* analyzes policy in terms of jurisdiction and consistency with legislation.
- *Logical Analysis* analyzes policy in terms of internal, vertical and horizontal consistency and whether it "makes sense".
- *Empirical Analysis* analyzes policy in relation to impacts and effects, costs, and administration.

Policy-Based Plans

Land use plans that are formally approved by government, but are not implemented by legal means.

Policy Coherence *Policy Integration/Policy Mix*

A policy that is logically connected (internally and externally).

Policy Control

Mechanisms that assure the intended outputs of public programs and outcomes of public policy are realized through reporting, indicators and measures, and making changes if the policy is not effective.

Policy Coordination

The process by which policy development identifies the interrelationships between stakeholders and their plans.

Policy Development

The process of shaping policy initiatives, from problem issue recognition and analysis to implementation and evaluation. While the Alberta Public Service's role is to undertake the necessary steps to develop policy options, it is the role of elected officials to decide policy. This process includes defining the roles of government, citizens (individuals and corporate), communities and markets within a given policy or policy field.

Policy Goal(s)

The result(s) to be achieved by a given policy.

Policy Instruments

The means and tools available to achieve policy goals.

Policy Integration *Policy Analysis/Policy Coherence*

Policy integration is the explicit recognition that policy direction and action is taken as "one government" based on a range of interests and expectations within Ministries, across Ministries and outside Ministries. Policy integration brings these interests under a single shared government policy or a set of aligned/coordinated policies. Policy integration includes the appropriate involvement of industries, communities, non-government organizations, other levels of government and the public (including for example, partnerships like the Clean Air Strategic Alliance and the Alberta Water Council).

Policy integration is achieved when there is a clear relationship among policies (i.e., which are paramount and which are subsidiary) and when policies are consistent and complementary:

- Horizontally (across sectors, media, Ministries, business units in Ministries and other interests);
- Vertically(across different scales from the broad provincial to local level or between the broad policy framework and the programs within the framework); and
- Internally (compatibility of problem definition, goals and instruments to achieve the goals).

Integrated policy development is characterized by:

- Development by all interested parties and in full consideration of other related policies;
- Collective determination of the agenda for the development of new integrated/aligned policies,
- Confirmation by all interested departments that they support the product of integrated/aligned policy development processes.

Policy Mix *Policy Coherence*

The combination and balance of policy instruments that are used in complementary and mutually reinforcing ways to achieve desired objectives.

Policy Transfer

As a result of different jurisdictions comparing notes on policy process and content a jurisdiction may copy a policy, be inspired to develop a policy or perhaps just learn what not to do. A jurisdiction may adopt a policy voluntarily or may be required to adopt it by virtue of participation in a national or international agreement (e.g., NAFTA).

Pollution Charges

A particular type of environmental charge designed to reflect the financial and economic costs of discharging wastes into the environment. The charges incent polluters to reduce their discharges.

Practice Standard *Professional Regulatory Organization*

A document describing a level of performance expected of members of a professional organization. The Standard may not be specifically legislated under the organization's Acts or regulations but members are expected to conform to it. Practice standards contain mandatory language (shall) as well as preferred (should) and optional (may) language.

Precautionary Principle

Where there are threats of serious or irreversible damage, lack of full scientific certainty should not be used as a reason for postponing measures to prevent environmental degradation. Conversely, the precautionary principle should not be used as a reason not to proceed with development in the face of uncertainty, which always exists to some degree. It is a reason to proceed with appropriate precautions and risk management plans in place or to actively investigate the uncertainty. The fundamental elements of risk analysis are essential when applying the precautionary principle:

- Is the activity or the environment vulnerable/ hazardous;
- What is the risk scenario and the probability of an adverse sequence or outcome and;
- What is the consequence or importance if an adverse event occurs?

Preferential Purchasing

A strategy that encourages or requires purchases of goods that meet environmental standards (e.g., Green labels, EnergySmart, etc.).

Prevention *Education*

Activities undertaken to promote compliance by raising awareness regarding: thus avoiding non-compliance.

Preventive Order *Remedial Order*

An order to prevent environmental, natural resource and/or safety problems. Examples of preventive orders include Environmental Protection Orders and Directions of an Inspector under the *Environmental Protection and Enhancement Act*, and Water Management Orders under the *Water Act*.

Price Discovery *True Price*

The revelation in an open market of the value of a good or service.

Principle

A moral or ethical guideline that provides a basis for creating policy.

Private Sector *Public Sector*

Primarily for-profit corporations, partnerships, and individuals engaged in activities that have a strong economic motivation. This may include some not-for-profit organizations and associations that have links to both environmental and economic activities.

Privatization *Divestiture*

The move from public sector delivery of goods and services to private sector or non-government organization delivery

Procedural Fairness

Principle of administrative law that requires timeliness and good judgement in regulatory decision-making. Reasonable freedom is an essential aspect of procedural fairness in regulatory decision-making.

as is a reasonable freedom from frivolous accusations and legislative requirements. Procedural fairness actions vary, but encompass notice to parties regarding decision to be made, disclosure of the case to be met, and the opportunity to be heard.

Process Controls *System Controls*

Policies, frameworks, standards or guidelines that limit operational risk by establishing clear rules.

Productivity *Efficiency/Outcome*

Productivity is a combination of outcomes and efficiency (e.g., the unit cost of satisfactory repairs, rather than just the unit cost of repairs).

Product Stewardship

Monitoring and minimizing product environmental impact throughout the life cycle, from design to disposal.

Product Take-Back *Extended Producer Responsibility*

An environmental policy whereby manufacturers or retailers take back products once they have reached the end of their useful life. Products are then recycled or safely disposed of. Product take-back programs can be government mandated (e.g., used oil, tires, bottles) or voluntary (e.g., milk jugs).

Professional Judgment

The ability of a single person or team to draw conclusions, give opinions, and make interpretations based on measurement results, knowledge, experience, literature, and other sources of information.

Professional Liability Insurance

Insurance against the risk of professional negligence.

Professional Regulatory Organization (PRO) *Practice Standard/Professional Signoff*

A professional organization that has statutory or regulatory authorization to practice in a specific field. Various environmental Acts, regulations, approvals, Codes of Practice or other authorizations may require that members of a specified PRO develop, authorize, review or approve specific environmental plans, actions, reports or other documents.

Professional Signoff

The application of the signature, professional stamp or membership/registration number, and date to a document required by various environmental Acts, regulations, approvals, Codes of Practice or other authorizations. Professional signoff may be required as a prerequisite to a decision by a statutory decision-maker or may refer to a system whereby the professional is designated as the statutory decision-maker.

Program

Programs provide either services or products to the public or support Ministry or government operations. Programs have their own budget line. Programs are used to achieve core business objectives.

Prohibition

Forbidding an act or activity. A court order forbidding an act is a form of prohibition.

Project

An individual initiative designed to achieve specific objectives within specified resources and implementation schedules, often within the framework of a broader policy initiative. A project has a defined start and end date, measurable objectives, and assigned resources.

Proponent

The body proposing to undertake a regulated activity.

Prosecution

A punitive measure with general and specific deterrence effects, which occurs through the courts and to which appeals can only be made to the courts. Prosecution types include mandatory court appearance and specified penalty tickets

Protocol

The plan and procedures that are to be followed in conducting a test.

Provincial Agency (regulatory definition) *Provincial Committee/Provincial Corporation*

A provincial corporation or a provincial committee.

Provincial Committee (regulatory definition)

An unincorporated board, commission, council, or other body that is not a department or part of a department, all or a majority of whose members are appointed or designated, either by their personal names or by their names of office, by an Act of the Legislature or regulations under an Act of the Legislature, by an order of the Lieutenant Governor in Council or of a Minister of the Crown or by any combination of those methods.

Provincial Corporation (regulatory definition)

(i) A corporation that is incorporated by or under an Act of the Legislature, other than a local or private Act, all or a majority of whose members or directors are appointed or designated, either by their personal names or by their names of office, by an Act of the Legislature or regulations under an Act of the Legislature, by an order of the Lieutenant Governor in Council or of a Minister of the Crown or by any combination of those methods,

(ii) A corporation all of whose issued voting shares of every class are owned by the Crown or held in trust for the Crown or are partly owned by the Crown and partly held in trust for the Crown, or

(iii) A corporation that is a subsidiary of a corporation referred to in subclause (i) or (ii) or that is controlled by a corporation referred to in subclause (i) or (ii) directly or indirectly through one or more intermediary corporations,

but does not include a housing authority incorporated under section 42 of the *Alberta Mortgage and Housing Corporation Act*, SA 1984 cA-32.5, or a management body within the meaning of the *Alberta Housing Act* or a regional health authority or subsidiary health corporation under the *Regional Health Authorities Act*.

Public Awareness

This refers to information sessions, web postings for information, social marketing, advertising and promotion of information, attitudes, values and behaviours to create a climate conducive to social and behavioural change.

Public Advisory Committee

A private-sector sponsored forum to gather information to support development of environmental management plans. Membership typically includes representatives from the local labour union; educational, medical and religious institutions; recreation clubs; the business community; Aboriginal groups; and non-profit environmental groups.

Public Consultation

A two-way process involving active communication and interaction between government and stakeholders. Through consultation, all parties become informed about the issues. Most important, the process provides opportunities for stakeholders to influence government decisions. A good consultation program will result in better decisions that are more sensitive and responsive to public concerns and values.

Public Forum

A public forum is a meeting where the public is invited to contribute input to a working group or advisory panel. Public forums are usually face-to-face meetings; however internet-based forums provide an additional means to obtain input. A public forum broadens the discussion relating to a specific activity or project to include input from a wider audience and provides additional information and a broader perspective to panel or committee members. The input is an important element of the information considered in order to make a decision on an issue.

Public Involvement (Stakeholder Involvement)

The process used by government to obtain advice and/or recommendations from the public and stakeholders and to involve them in decision-making. Involvement can be targeted to specified stakeholders or segments of the public or can be more general.

Public and stakeholder involvement is an umbrella term or process and includes a range of interactive approaches:

- *Information and education* – a flow of information to the public or stakeholders.
- *Consultation* - an opportunity for the public or stakeholders to obtain information and provide feedback.
- *Collaboration* – a mutually beneficial cooperative relationship between stakeholders and government to achieve a common goal.
- *Partnership*- an on-going formal relationship established between two or more organizations to accomplish a shared outcome.
- *Delegated authority*- a mechanism whereby policy implementation responsibilities and decision-making are undertaken by a body empowered through legislation to achieve an objective.

Public involvement is an umbrella term that includes public consultation, public participation, surveys, focus groups, feedback on discussion documents, public consultation dialogue, workshops, advisory boards to partnerships.

Public Meetings

Meetings open to stakeholders and the public where the government makes a formal presentation on a policy, project or issue and the public is given the opportunity to react with questions and comments.

Public Participation

The involvement of citizens in government and industry decisions that affect their lives. Similar to public consultation but much less formal.

Public Partnership

An intergovernmental agreement in which two or more jurisdictions at any of the three orders of government contract with each other to deliver public programs or services.

Public-Private Partnerships (P3)

A co-operative venture between the public and private sectors, built on the expertise of each partner, that best meets clearly defined public needs through the appropriate allocation of resources, risks and rewards.

Public Sector *Private Sector*

Governmental organizations, including Municipal, Provincial and Federal levels of Government and the components of the public health and public education system (for example) that are economically supported by taxes or fees mandated by government legislation.

Public Sector Reform *Regulatory Reform*

Attempts to change management practices and institutional design in the public sector to reduce costs, and enhance efficiency and effectiveness.

Public Trust (Social Contract) *Reputation*

The broad support of the general population, communities, and the media for a government or industry to operate.

R

Rational Model

A systematic approach to problem solving that lays out the problem, reviews options, and makes recommendations based on the intersection between goals and factual circumstances.

Real-time Metering

The practice of charging consumers the prevailing price on the spot market of the commodity (e.g., electricity, natural gas) at exactly the time they use the commodity.

Reasonable Care *Due Diligence*

A test of liability for both civil and criminal negligence in which a person demonstrates that a prudent and competent person engaged in the same line of business or endeavour would have done the same thing under similar circumstances.

Receiver

A neutral person (often a professional trustee) appointed by a judge to take charge of property and business of a party in lawsuit and receive his/her rents and profits while the right to the money remains in question. Appointment of a receiver must be requested by petition of the other party in the suit, and will only be authorized if there is a strong showing that the moneys would not be available when a decision is made. The funds are held for the prevailing party.

Receiver-Manager

Similar to a receiver, except the Receiver-Manager can also manage or operate the company.

Referral

A regulator's request for others to review, analyse and provide advice to the regulator on an activity or operation for which they are responsible for making a regulatory decision.

Regulated Community

A broad group that is required to follow legislation, regulations, Codes of Practice, authorizations, etc., in which the regulator is required to administer.

Regulated Party

An individual entity that is conducting an activity/operation that is subject to legislation, regulation, and codes of practices.

Regulator

An entity delegated the power to regulate a specific activity or set of activities.

Regulatory Risk

The risk perceived by the regulated community that government will change the rules of the market or will apply rules to benefit specific companies, industries or sectors.

Regulatory Framework

The overall system of requirements that is designed and utilized to cause environmental and natural resource protection and management objectives to be achieved.

Regulatory Reform *Public Sector Reform*

Developing better forms of regulatory control that will achieve specific objectives with less effort by all parties. Often results in reductions in the complexity of regulation.

Remedial Order *Preventive Order*

An order used to compel a person to remedy a breach or an adverse environmental impact and, as appropriate, to require actions to prevent future breaches. Examples of remedial orders include environmental protection orders, enforcement orders, eviction orders, and stop orders.

Renewable Portfolio Standard

A regulatory device used to increase the proportion of power generated by renewable power sources.

Renewable Resource *Non-Renewable Resource*

Natural resources that are naturally replenished, such as fish, wildlife, water, and trees.

Reports of Non-compliance *Self-Reporting*

Information provided to the regulator regarding potential non-compliance. Reports of non-compliance include public complaints/ reporting, compulsory reporting, observations by regulator staff, formal requests for investigation made in accordance with legislation, and the discovery of non-compliance during the regulator's proactive compliance assessment activities.

Reputation *Public Trust*

The way an organization is viewed and/or trusted by stakeholders.

Request for Information (RFI)

This device is useful when you do not have a detailed idea of how the service can be best delivered to obtain desired outcomes. An RFI may provide innovative ideas and methods. An RFI could request the following information:

- Ideas about how the result can be achieved.
- Information about the qualifications of the service provider.
- Billing rates and costs.

An RFI is not a commitment to offer a contract for competition.

Request for Proposal (RFP)

The RFP will ask the service provider to provide the following:

- Details regarding experience, qualifications and ability.
- A proposal as to how the service provider intends to achieve the project's objectives.
- Information about cost and payment.

The RFP will refer to the mandatory and desirable selection criteria. An RFP signals an intent to enter into a contract.

Request for Qualifications (RFQ)

Used to develop a resource list of qualified service providers from which you can then extend requests for proposals. An RFQ does not commit you to offering a contract for competition. An RFQ asks interested service providers to submit the following:

- Details regarding experience, qualifications and ability.
- Billing rates and costs.

An RFQ be useful when researching how a particular objective can be best attained and may provide a fund of innovative ideas and methods.

Residual Risk *Inherent Risk*

The exposure arising from a specific risk after action has been taken to manage it and making the assumption that the action is effective.

Resource Allocation Trading

The buying and selling of natural resource entitlements or allocations issued by a regulated authority. A good example of resource allocation trading in Alberta is water allocations trading under the *Water Act*. The trading mechanism provides regulated entities the flexibility to access resources from sites that don't need an area resource, to one that has greater use for the resource, for a higher value.

Resource Management Direction

The content of a land use plan that provides information and guidance on the future vision for resource use and conservation in the plan area, and the way(s) the vision will be achieved over time.

Resource Management Planning

The activity of describing a desirable future end-state for land, water and other natural resources within a particular legally defined area, and of identifying the means by which that end-state will be achieved. Resource management planning involves the collection and analysis of diverse information to develop resource goals and objectives, and a preferred group of measures to achieve those goals and objectives.

Resource Management Prescription

A resource management goal, objective, strategy, standard, guideline or procedure, or a combination of these, that defines (prescribes) a resource management direction or approach for a particular resource or resource use.

Resource Target

A desirable, measurable level of supply or output for a particular resource value or resource use.

Resource Trade-off

Where a resource objective and/or strategy is written in a way to give priority to a particular resource value or use over another resource value(s) or use(s).

Resource Values

Categories of natural resources that are valued in human terms. Resource values may be tangible or intangible and are normally represented in natural resource inventories (e.g., recreation, fish, wildlife, cultural heritage, mineral, water or timber resource values).

Results Chain

The sequence of events necessary to achieve desired objectives with inputs, moving through activities/projects and outputs, and culminating inn outcomes, impacts and feedback.

Results Model

The sequence of actions undertaken in order to achieve desired results beginning with inputs, moving through activities/projects and outputs, and culminating in outcomes, impacts and feedback.

Review

Assessments of compulsory monitoring reports, records and other information

Risk

The uncertainty that surrounds future events and outcomes; the expression of the likelihood and impact of an event with the potential to influence the achievement of an organization's objectives. Risk can refer to an event that impacts the achievements of objectives and outcomes. Examples could include environmental events (e.g., a flood, a spill, etc.), a new policy , regulation or Act, or a new industry or process with unknown potential consequences. Risk occurs in many contexts.

- *Political risk* – Events or conditions that impact the public standing/credibility of the Minister or senior officials of a Department.
- *Financial risk* – Events or conditions that impact the proper management of financial resources to meet obligations.
- *Reputational risk* – Events or conditions that impact the external stakeholders' perceptions of the organization.
- *Program risk* – Events or conditions that impact the implementation of services to clients.

- *Strategic risk* – Events or conditions that impact the organization's or program's overall business strategy and the strategic position of the organization in its environment.
- *Compliance risk* – Events or conditions that impact staff performance within the parameters of legislation, regulations, policies and standards.
- *Operational risk* – Events or conditions that impact the effective and efficient utilization of resources.
- *Litigation risk* – Events or conditions that result in lawsuits or appeals against the government.
- *Competitive risk* – Events or conditions that may knowingly or unknowingly change the competitive landscape for businesses.

The probability of something happening and the consequences if it does happen.

An event that impacts the achievement of objectives and outcomes. Examples could include environmental events (e.g., a flood, a spill, etc.), a new policy, regulation or Act, or a new industry or process with unknown potential consequences.

Risk Acceptance

An informed decision to accept the consequences and the likelihood of a particular risk.

Risk Analysis

A systematic use of available information to determine how often specified events may occur (likelihood) and the magnitude of their consequences (impact).

Risk Appetite *Risk Culture*

The willingness of an organization to accept a specified degree of risk in pursuit of its goals.

Risk Assessment

The overall process of risk analysis and risk evaluation.

Risk Avoidance

An informed decision not to become involved in a risk situation.

Risk Culture *Risk Appetite*

An organization's appetite and tolerance for risk in its day-to-day operations and decision-making processes. Includes the value placed on staff contribution to risk management, the ways in which roles and responsibilities for managing risk are understood throughout the organization, and linkages to the ethics and values of the organization.

Risk Evaluation

The process used to determine risk management priorities by comparing the level of risk against predetermined standards, target risk levels or other criteria.

Risk Identification

The process of determining what can happen, why, and how.

Risk Management

The processes involved in identifying, analysing, assessing and evaluating risks, assigning ownership, taking actions to mitigate or anticipate them, and monitoring and reviewing progress.

Risk Management Framework *Enterprise Risk Management/Integrated Risk Management*

A dynamic process built into an organization, whereby employees – from senior management to the most junior levels – understand how risks can impact the achievement of organizational objectives, how their behaviours contribute to the achievement of those objectives, and the efficient and effective management of risk.

Risk Profile

The documented and prioritised overall assessment of the range of specific risks faced by the organisation.

Risk Reduction

A selective application of appropriate techniques and management principles to reduce either likelihood of an occurrence or its consequences, or both.

Risk Response *Risk Acceptance/Risk Avoidance/Risk Reduction/Risk Sharing/Risk Transfer*

Selection and implementation of appropriate options for dealing with risk.

Risk Retention

Intentionally or unintentionally retaining the responsibility for loss, or financial burden, within the organisation.

Risk Sharing

Sharing the responsibility, burden or loss with another party through legislation, contract, insurance or other means. Risk sharing can also refer to shifting a portion of a physical risk elsewhere.

Risk Strategy

The overall organisational approach to risk management. This should be documented and easily available throughout the organisation.

Risk Transfer

Shifting the entire responsibility of burden for loss to another party through legislation, contract, insurance or other means. Risk transfer can also refer to shifting a physical risk elsewhere.

Round Table

Round tables are meetings at which a group of people gather to discuss specific issues in which they have a common interest or expertise. The concept of "round" table comes from the fact that no one is the "head" of the table - everyone is equally empowered to contribute to the decision.

Royalty

A share of production or equivalent revenue.

S

Science-Based Policy *Policy*

A consistent and clear course of action, towards a specified goal, where science plays the fundamental guiding role that may be influenced by other agreed-upon factors.

Secondary Measure *Key Measure*

A secondary measure provides supporting information to help the public understand the key Ministry measures.

Sector

A group of companies, industries, individuals, or organizations that have similar economic interests.

Sectoral Agreement

A binding contract between a regulator and a sector for how the sector will conduct activities and operations to achieve the regulator's objectives and requirements. It is based on an understanding of the co-dependent relationship between government and sector and the need to negotiate and make explicit strategic alliances required for better environmental decision-making. Usually the parties are equal and are entering into an agreement.

Security

A systematic approach to anticipating, assessing and protecting key elements of the organization (e.g., facilities, people, technology, capital, systems) from intrusion or attack from outside or within (e.g., fire, theft, vandalism, computer viruses/worms), including an integrated and effective monitoring, response, and backup systems.

Self-Regulation

An industry sector assumes responsibility for environmental protection because it addresses the sector's long-term interests and prevents more onerous external (government) regulation.

Self-Reporting *Reports of Non-compliance*

A regulatory approach in which industry is required to report on its own violations of legislative requirements.

Service Shedding

When government reduces the level of service or stops providing a service altogether due to lack of demand, insufficient resources, or the desire to reduce the size of government.

Shared Delivery

The Shared Delivery section provides information on the role of the public in Sustainable Resource and Environmental Management, including topics such as methods of stakeholder engagement, partnerships, relationships and the interactions of individuals and groups with regulators and industry.

Shared Governance *Governance/Accountability Framework*

A governance structure in which both government and external parties share responsibility for policy development and delivery of planning, programs and services but where government retains accountability. The extent of government involvement varies with the level of control that is desired and/or the capacity of the external parties to carry out the functions. Shared governance requires a clear accountability framework with clear roles, relationships and responsibilities.

Shared Outcome

In an outcome that is developed and defined using a collaborative approach. Shared governance, accountability, responsibility and stewardship start with agreement on what the parties, representing

various interests, want to see as the end result. Development of shared outcomes requires decisions on who needs to be involved and the best process to use.

Silo (Organizational)

Separation of an organization in to autonomous segments based on mandate, geography or specialization.

Sink (regulatory definition) *Biological Sink/Carbon Management*

Means:

(i) A component of the environment that removes or captures specified gases from the atmosphere through natural processes and includes, without limitation, plants and soil

(ii) A geological formation or any constructed facility, place or thing that is used to store specified gases.

Situational Analysis *PEST/SWOT*

Describes the organization and the larger environment within which it works. Outlines the organization is structured and how it works. Situational analysis looks at:

- *The demographic environment* – the population in terms of size, density, location, age, gender, race, occupation, education, income, family composition and other characteristics.
- *The economic environment* – the factors that affect purchasing power and spending patterns. Understanding a country's macroeconomics helps explain the role of its infrastructure, media and marketplace in distributing health care messages and facilitating programs.
- *The political environment* – the laws, government policies, agencies and pressure groups that influence and limit various organizations and activities.
- *The cultural environment* – the institutions and other forces that shape a society's basic values, perceptions, preferences, and behaviours.
- *The organizational/development environment* – the programs, projects and interventions that are already in place. A clear understanding of this environment allows us to encourage complementary and/or shared efforts and avoid duplication

Smart Growth

Land use and development practices that enhance the quality of life in communities, preserve the natural environment and save money over time. The aim is to limit costly urban sprawl, use tax dollars more efficiently and create more liveable communities.

Smart Regulation

A regulatory reform initiative spearheaded by the External Advisory Committee on Smart Regulation that is intended to effect changes in the way governments address their regulatory responsibilities. Smart Regulation encompasses:

- *Effectiveness* – Regulation should be based primarily on standards and performance targets, rather than on how those targets are achieved, in order to preserve flexibility while serving the public interest.
- *Cost-efficiency* – Regulatory analytical requirements, measures and enforcement should be commensurate with the risks and problems involved.
- *Timeliness* – Timeframes and standards for decision-making should be developed and enforced.
- *Transparency* – Regulators must explain their priorities and decisions, show why and how these decisions are in the public interest, and be subject to public scrutiny.

- *Accountability and Performance* – Regulators need to announce their intended results and demonstrate their progress in achieving them. Performance should be monitored, measured and reported on publicly.

Social Capital *Community of Interest/Community of Place/Community of Practice*

The stocks of social trust, norms and networks that people can draw upon to solve common problems. Networks of civic engagement, such as neighbourhood associations, sports clubs and cooperatives are an essential form of social capital, and the denser these networks, the more likely that members of a community will cooperate for mutual benefit.

Social Licence (to operate)

The sum of society's corporate and environmental performance and behaviour expectations that determines whether society approves of – or at least tolerates – a company's business practices.

Socially Responsible Investment (SRI)

An investment strategy that focuses on companies that engage in socially- and environmentally-acceptable practices.

Societal Indicator *Performance Indicator*

Indicators of social performance track broad trends in society. They describe and track, over time, important aspects of society such as well-being and health, rather than estimating the direct impact of government initiatives.

Specified Gas (regulatory definition)

Any gas that traps heat near the earth's surface and includes, but is not limited to, carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride.

Stakeholder *Client*

An individual or organization with a direct interest in a particular process or outcome. Stakeholders have an ongoing and generalized interest in government, but do not directly use the services of government. Stakeholders may include the public, regulated communities, or other government agencies.

Stakeholder Analysis

The starting point of most participatory work, stakeholder analysis addresses the fundamental questions of:

- Who are the key stakeholders in the project?
- What are their interests?
- How will they be affected?
- How influential are they?
- Which are the most important for the project?

Stakeholder Relations

Understanding an organization's capacity, perspective, interests, networking systems, and learning styles with the intent of increasing awareness of mutual interests.

Standard *Criteria/Guideline/Objective*

A definite rule established by authority. Environmental standards often take the form of prescribed numerical values that must be met. There are two main types of standards, namely maximum limits which are not to be exceeded and minimum levels which have to be reached to evidence a certain quality.

A legally enforceable numerical limit or narrative statement, such as in a regulation, statute, contract or other legally binding document, is adopted from a criterion or objective.

Stewardship

A principle or approach whereby citizens, industry, communities and government work together as stewards of the province's natural resources and environment. Stewardship is a concept with a variety of perspectives and meanings. In general terms, stewardship means managing one's life, property, resources and environment with regard for the rights or interests of others. This can apply to a person, company, community, government or group.

Stewardship is an ethic and a value that results from public education and partnerships. It involves relationships between different parties, and as such, requires clarity as to when it is being accomplished. Success in developing a culture of stewardship rests on increasing the knowledge, motivation and capacity of stewards. Incentives can support the behaviours and values associated with a stewardship, ethics. Stewardship is people focused in the sense that it relies on the desire and ability of people to make good decisions on their own accord that help achieve resource and environmental outcomes.

When government undertakes initiatives or actions to enable stewardship by Albertans, the intent is to

- Sustain or improve environmental health
- Elicit beneficial conduct and action
- Enable self-propagating and enduring beneficial action and conduct.
- Build constructive and productive relationships; and
- Motivate Albertans to take responsibility and hold an ethic of "I want to"

Strategic Analysis

The evaluation of trends and identification of issues that can aid in policy or program development. Strategic analysis looks at both past and current data and information in support of planning and management of programs. It can also be undertaken with long-term views.

Strategic Issues

Issues that are important to the organization's or society's future.

Strategic Land Use Planning

A participatory style of planning for relatively extensive geographic areas that focuses on defining land and resource allocation and management goals, and objectives and corresponding strategies.

Strategic Plan

A tool that helps align the organization or society with future plans.

Strategic Priority

An area of primary importance to an entity.

Strategy *Action Plan*

A perspective, position, or plan to be undertaken in order to achieve goals. It is the bridge between policy on the one hand and concrete actions on the other. Strategy informs how policy is implemented to achieve outcomes.

Strict Liability *Due Diligence*

A standard that holds parties responsible, regardless of the circumstances of their action.

Submissions

This is an invitation to the public to respond to a project or policy proposal document or idea in some detail. The invitation may be mailed or emailed out to specific targeted groups or individuals, and can also be posted to a Web site (e-consultation). Submissions allow interested parties to make detailed responses to proposals. Submissions may be in the form of a letter, a short document or a substantial paper.

Subsidies *Financial Incentives/Tax Differentiation*

Various forms of financial assistance that act as an incentive for polluters to alter their behaviour or that are given to firms facing problems meeting set standards.

- *Grants* – non-repayable forms of financial assistance
- *Soft loans* – loans with interest rates set below the market
- *Tax allowances* – allowing accelerated depreciation or other forms of tax or charge exemptions or rebates

Summary Conviction *Conviction/Judgement/Verdict*

The consequence of a trial before a court or magistrate, without a jury, which generally involves a minor misdemeanour.

Sustainability *Conservation*

The balancing of opportunities for growth with the need to protect the environment.

For renewable resources, sustainability involves managing natural resources and the environment (e.g., water, water quality, forests, fish and wildlife), so that their status, condition or use is maintained over time in accordance with management objectives or outcomes. In this context, the use of a renewable resource, or impacts on it from other human activities, should not exceed its capacity to maintain itself through regrowth, reproduction and management practices. For biological resources there is a maximum use that can be sustained within target limits for quantity, quality or other parameters.

For non-renewable resources, sustainability involves the development of resources (e.g., coal, oil and gas, minerals) for the benefit of Albertans in a responsible manner that protects the environment during the construction and operation phases and ultimately reclaims land disturbed by development. In this context, resource development is a temporary land use.

Surety (bond)

A three-party agreement in which a surety company assumes the obligations of a one party (called the principal) to another party (called the obligee) in the event that the principal fails to fulfill such obligations.

Surveys

A method of primary data collection based on communication with a representative sample of individuals (also called questionnaires). Surveys are usually descriptive in nature, yet can also be used to provide casual explanations or explore ideas. A survey can be conducted using different information-gathering techniques such as mail-out questionnaires, in-person interviews and telephone surveys. There is also an increasing use of technology-driven fax, email and Internet-based surveys.

SWOT *PEST/Situational Analysis*

SWOT (Strengths, Weakness, Opportunities and Threats) analysis, which evaluates the actual strategy, business proposition or overall strategic position of a business or organization and its environment.

System Controls *Process Controls*

Processes built into systems to ensure their integrity.

Systemic

The set of circumstances, norms, and external factors inherent in an organization's environment and industry (generally not directly controllable over the short run but of major significance over economic and industry cycles).

Systemic Risk

A risk resulting from a particular system that is in place, such as a regulatory framework.

T

Target *Goal/Threshold*

A target is the desired level of performance. It must be quantifiable and specify a period of time.

Tax Differentiation *Subsidies*

Selective application of differing tax rates to drive appropriate environmental behaviour (e.g., a lower tax rate on ethanol-blend fuels vs. regular fuels might drive more consumers to use the "better" fuel).

Taxes *Charge/Fee*

A contribution for the support of a government required of persons, groups, or businesses within the domain of that government.

Tenure

The system through which Crown-owned mineral rights are leased and administered.

Threshold *Goal/Target*

A minimum level of performance or a standard. Performance or environmental conditions below the threshold would result in serous adverse effects.

Town Hall Meeting

A town hall or public meeting is a forum where the regulator or a proponent makes a formal presentation to the public and the public is given the opportunity to respond with questions, reactions and comments.

Tradable Emissions Permits

Tradable Emissions Permits are part of a domestic emissions trading system that allows an emitter a specified number of tonnes of emissions. Once this limit has been reached, the permit expires. Total number of permits equals the level of emissions sought by the regulating authorities.

Transparent/Transparency

The openness of government processes, decision-making and information. It means that information is a process that allows information to be accessible, timely, accurate, and understandable to the public. Information may include policies, administrative practices and procedures, resources and environmental conditions (historic, existing, predicted), plans decisions and actions.

Triple Bottom Line

A decision-making, planning and reporting framework that provides a more comprehensive decision-making approach to help organizations identify the social, economic, and environmental (SEE) impacts of their decisions. In government, TBL thinking is being used to:

- Achieve the objectives of sustainable community development,
- Identify the full range of costs and benefits of decisions, and
- Minimize harm to its citizens, economy and environment.

True Price *Price Discovery*

The value that producers of a good or service can find through market mechanisms and the value that consumers place on that good or service (i.e., a competitive equilibrium has been reached).

Trustee in Bankruptcy *Bankruptcy*

A person appointed by a bankruptcy court to supervise the affairs of a bankrupt person or business, determine both assets and debts, gather and manage the assets if necessary, and report to the court.

U

Unannounced Compliance Assessment *Announced Compliance Assessment*

A compliance assessment for which the regulated party is not given advance notice, and that the regulated party does not expect and cannot plan for because they are not given sufficient notification.

Upstream Trade *Downstream Trade*

A water quality trade in which one source compensates an upstream source within the watershed for surplus pollutant reductions.

Urban Natural Capital

The sum of natural environmental (parks, rivers, ponds, trees, fields, green spaces, scenic views) contained within an urban setting.

V

Validation

Ensuring that the organization's data, information and knowledge products are meeting the requirements they were intended to serve.

Valuation

Techniques for assessing the value of goods and services not priced and traded in markets. Most applications are to natural resources and environmental assets. The valuation process includes identifying affected benefit/cost categories, quantifying significant physical effects, estimating the values of the effects, quantification/pricing issues.

Values

The beliefs, traits and/or characteristics common to the organization that guide individual and corporate behaviour. They provide insight into the Ministry's management style and preferred personal and organizational behaviour.

Variable Cost *Fixed Cost*

Costs that vary with the level of production (e.g., the cost of fuel).

Verdict *Conviction/Judgement/Summary Conviction*

The finding of a jury in a trial.

Vertical Policy Consistency *Horizontal Policy Consistency/Internal Policy Consistency*

Harmony or compatibility between the broad policy framework and the specific programs within that framework.

Vision *Goal/Objectives*

A clear, compelling and achievable picture of the Ministry's preferred future

Visible Presence

The regulator or their representative is openly observing the activities or operations of a regulated party.

Voluntary (Environmental) Audits *Audit/Environmental Auditing*

An audit undertaken by a regulated party with the objective of self-assessing compliance with regulatory requirements and operational efficiency. Voluntary audits may or may not be disclosed to the regulator.

Voluntary Challenge

A performance target that participants volunteer to achieve (i.e., they are not compelled to achieve the target by regulatory instruments). Although voluntary, there needs to be sufficient incentive to participate so that goals can be achieved.

Voluntary or Non-Regulatory Initiatives (VNRIs) *Covenant/Environmental Performance Agreement*

A non-legislated commitment, agreed upon by one or more organizations, which is applied in a consistent manner to influence or track behaviour.

Types of VNRIs include:

- Voluntary challenges (e.g., Voluntary Challenge and Registry)
- Standards (e.g., ISO 14001)
- Codes of practice (e.g., Responsible Care)
- Environmental labelling (e.g., PowerSmart)
- Negotiated agreements (e.g., Dutch covenants)

These are cooperative and proactive approaches, practices or tools undertaken by the regulated community to achieve environmental and/or resource management goals. They are neither command-and-control nor economic in nature.

W

Warning (enforcement)

An enforcement document issued to a regulated party as a result of non-compliance to deter further non-compliance and to create a record of the contravention.

Watershed *Airshed*

All lands enclosed by a continuous hydrologic-surface drainage divide and lying upslope from a specified point on a stream.

Willingness to Pay

The amount a consumer or producer is willing to pay in dollars to purchase or acquire the use of a good, service or natural resource.

Working Committee

A group of representatives from a particular community or with differing interests who are selected by government bodies to work together on a specific activity or project, towards a specific outcome. They work at strategic or at operational levels.

Workshop

Workshops are meetings where participants are involved in group discussions and are normally organized around one or more theme areas. Workshops allow participants with differing values and priorities to build a common understanding of the problems and opportunities confronting them. The intent of most workshops is to either identify problems and expectations, or to recommend solutions.

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Common Acronyms

Terms

ADR – Appropriate Dispute Resolution
BATEA – Best Available Technology Economically Achievable
BAU – Business as Usual (climate change)
BMP – Best Management Practice(s)
BRP – Business Resumption Plan
CAC – Criteria Air Contaminant
CBM – Coalbed Methane (see NGC)
CCGT – Combined-Cycle Gas Turbine

CDM – Clean Development Mechanism (climate change)
CEA – Cumulative Effects Assessment
CER – Certified Emission Reduction (climate change)
COP – Code of Practice
CSR – Corporate Social Responsibility
DAO – Delegated Administrative Organization (see SOA)
EEM – Environmental Effects Monitoring
EFR – Ecological Fiscal Reform
EIA – Environmental Impact Assessment
EMS – Environmental Management System
ENGO – Environmental Non-Government Organization
ERM – Enterprise Risk Management (see also IRM)
ESDI – Environmental Sustainable Development Indicators
ESG – Environmental, Social and Governance
ESF – Environmental Sustainability Framework (national)
GHG – Greenhouse Gas
GIS – Geographical Information System
GOCO – Government Owned/Contractor Operated
ILM – Integrated Land Management
ITQ – Invitation to Quote
IRM – Integrated Resource Management
IRM – Integrated Risk Management (see also ERM)
IRP – Integrated Resource Plan
NGC – Natural Gas in Coal (see CBM)
PEST – Political, Economic, Sociological and Technological (see RRIP and SWOT)
POGG – Peace, Order and Good Government (Canadian Constitution)
PPA – Power Purchase Arrangement
RFI – Request for Information
RFP – Request for Proposal
RFQ – Request for Qualifications
RPS – Renewable (energy) Portfolio Standard
RRIP – Risk, Relevance, Importance and Priority (see PEST and SWOT)
SEE – Social, Economic and Environmental
SEIA – Socio-Economic Impact Assessment
SOA – Special Operating Agency (see DAO)
SREM – Sustainable Resource and Environmental Management
SRI – Socially Responsible Investing
SWOT – Strengths, Weaknesses, Opportunities, Threats (see PEST, RRIP)
TEK – Traditional Ecological (Environmental) Knowledge
VNRI – Voluntary or Non-Regulatory Initiatives
WS/EI – Water Strategy Economic Instruments
WUR – Water Use Reporting

Organizations
AENV – Alberta Environment
AEP – Alberta Environmental Protection (now Alberta Environment)
AFPA – Alberta Forest Products Association
AFRD – Alberta Agriculture, Food and Rural Development (formerly Alberta Agriculture)
ARC – Alberta Research Council

ASGA – Alberta Sand and Gravel Association
ASRD – Alberta Sustainable Resource Development
AWC – Alberta Water Council
CABREE – Centre for Applied Business Research in Energy and the Environment (University of Alberta)
CAC – The Coal Association of Canada
CAPP – The Canadian Association of Petroleum Producers
CASA – Clean Air Strategic Alliance
CCME – Canadian Council of Environment Ministers
CEAA – Canadian Environmental Assessment Agency
CEMA – Cumulative Environmental Management Association (for the oil sands; leads implementation of RSDS)
CEPA – Canadian Energy Pipeline Association
CERI – Canadian Energy Research Institute
CONRAD – Canadian Oilsands Network for Research and Development
CPPI – Canadian Petroleum Products Institute
DFO – Department of Fisheries and Oceans (federal)
EAB – Environmental Appeals Board (under Alberta Environment)
ESAA – Environmental Services Association of Alberta
EUB – Alberta Energy and Utilities Board (combined the ERCB and the Public Utilities Board)
NEB – National Energy Board
NRCB – Natural Resources Conservation Board
NRTEE – National Round Table on the Economy and the Environment
OAG – Office of the Auditor General
PTAC – Petroleum Technology Alliance of Canada
RSDS – Regional Sustainable Development Strategy (for the oil sands region)
SEPAC – Small Explorers and Producers Association of Canada
SRB – Surface Rights Board
WPAC – Watershed Planning Advisory Council